

A selection of 40 illustrative SFIA skills profiles



A quick-start guide to creating skills-
based responsibilities for your roles.

January 2024

SFIA 8 - illustrative skills profiles

Generic mappings of SFIA 8 skills to recognised role families or career families. By looking across the industry, across different countries and users we can provide a useful starting point for creating a SFIA-based skills profile for common roles.

The SFIA framework is flexible by design...

- it does not prescribe or define jobs, roles, organisation structures or career paths
- instead - SFIA describes the skills that roles, jobs or career steps require
- this enables organisations of different shapes and sizes to create their own – built on a robust and proven framework

However – and based on significant demand from SFIA’s users - we have collated **a set of generic mappings of SFIA skills** for the industry's most common role families...

- these provide a quick-start list of the most relevant SFIA skills for a selection of common roles.
- your own skill mappings will be specific to your context. You should tailor the mappings on this page to reflect your needs.
- the mapping does not include SFIA levels. You will need to determine the level of responsibility of your own roles to assign SFIA skills and skill levels.

If you want to use these for your own organisation – here are some guidelines to help you.

- Do not use these without tailoring for your own use
- Take some time to learn about the [SFIA framework](#) and clarify what you are trying to achieve and the outcomes you want from skills profiles
- Your organisation's priorities and context will drive the skills and competency levels required
- You will need to look at [the SFIA levels](#) to determine the relevant competency levels for your own jobs/roles
- If you can't find what you are looking for try the [SFIA views](#), [the full framework](#) view or the [A-to-Z list](#)
- Do not include too many SFIA skills per role - 5 to 7 skills is a pragmatic number to provide focus. Many roles need fewer.
- These generic roles do not imply an organisation or team design. SFIA is a great framework to support organisation design - but be aware that organisation design is a specialised activity.
- For example - larger organisations may have specialised jobs/roles - where smaller organisations may combine several roles into one job.

There is some basic guidance available on the website - see [SFIA and skills management](#).

SFIA Partners and SFIA Consultants are available for advice and implementation support. Full details are available [here](#).

We also recommend [SFIA Accredited Training](#) which can teach you how to map SFIA skills to your own roles.

The [SFIA User Forum page is here](#) and includes guidance on job architectures and skills-based job analysis.

What's in the tables

1. **Name and a brief description** of the grouping, e.g. the Information and cyber security role family
 - this may be sub-divided e.g. Security operations, Information security audit and compliance, Information security strategy and management
2. **Example job titles** - this is illustrative only.
 - Job titles vary considerably between industries, employers, countries
 - Prefixes for career steps/job grades also vary (e.g. lead, senior, junior, principal, vice president, head of, director of)
 - For these reasons - the SFIA framework does not specify job titles but does describe competency levels
3. **Look at these SFIA skills first** group - these are skills that are frequently associated with the role or career family. The skill names are live hyperlinks to the full skill description.
4. **Other SFIA skills to consider** - these skills that may be relevant for selected instances of the role. The skill names are live hyperlinks to the full skill description.

Illustrative SFIA skills profiles

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Agile delivery role family																																									
Role: Agile change agents	Roles responsible for developing, implementing, supporting, guiding, nurturing and improving agile working practices.																																								
Example Job Titles: Scrum Master, Agile Coach	<p>Look at these SFIA skills and levels first:</p> <table border="0"> <tr> <td>Business situation analysis</td> <td>3-6</td> <td>BUSA</td> </tr> <tr> <td>Organisation design and implementation</td> <td>4-7</td> <td>ORDI</td> </tr> <tr> <td>Organisational facilitation</td> <td>4-6</td> <td>OFCL</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Innovation</td> <td>5-7</td> <td>INOV</td> </tr> <tr> <td>Organisational capability development</td> <td>5-7</td> <td>OCDV</td> </tr> <tr> <td>Employee experience</td> <td>4-6</td> <td>EEXP</td> </tr> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> <tr> <td>Learning delivery</td> <td>2-5</td> <td>ETDL</td> </tr> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> </table>	Business situation analysis	3-6	BUSA	Organisation design and implementation	4-7	ORDI	Organisational facilitation	4-6	OFCL	Stakeholder relationship management	4-7	RLMT	Innovation	5-7	INOV	Organisational capability development	5-7	OCDV	Employee experience	4-6	EEXP	Measurement	3-6	MEAS	Learning delivery	2-5	ETDL	Consultancy	4-7	CNSL	<p>Other SFIA skills and levels to consider:</p> <table border="0"> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>Knowledge management</td> <td>2-7</td> <td>KNOW</td> </tr> <tr> <td>Organisational change management</td> <td>3-6</td> <td>CIPM</td> </tr> </table>	Methods and tools	3-6	METL	Knowledge management	2-7	KNOW	Organisational change management	3-6	CIPM
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Role: Agile product management	Roles responsible for using an adaptive approach to product planning and implementation.																																														
Example Job Titles: Product Manager, Product Owner, Release Train Engineer	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Product management</td> <td>3-6</td> <td>PROD</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Requirements definition and management</td> <td>2-6</td> <td>REQM</td> </tr> <tr> <td>Business situation analysis</td> <td>3-6</td> <td>BUSA</td> </tr> <tr> <td>Feasibility assessment</td> <td>3-6</td> <td>FEAS</td> </tr> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> <tr> <td>Business process improvement</td> <td>5-7</td> <td>BPRE</td> </tr> <tr> <td>Innovation</td> <td>5-7</td> <td>INOV</td> </tr> <tr> <td>Marketing</td> <td>2-6</td> <td>MKTG</td> </tr> <tr> <td>Selling</td> <td>3-6</td> <td>SALE</td> </tr> </table>	Product management	3-6	PROD	Stakeholder relationship management	4-7	RLMT	Requirements definition and management	2-6	REQM	Business situation analysis	3-6	BUSA	Feasibility assessment	3-6	FEAS	Measurement	3-6	MEAS	Business process improvement	5-7	BPRE	Innovation	5-7	INOV	Marketing	2-6	MKTG	Selling	3-6	SALE	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Risk management</td> <td>3-7</td> <td>BURM</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Information systems coordination</td> <td>6-7</td> <td>ISCO</td> </tr> <tr> <td>Solution architecture</td> <td>4-6</td> <td>ARCH</td> </tr> <tr> <td>Release and deployment</td> <td>3-6</td> <td>RELM</td> </tr> </table>	Risk management	3-7	BURM	Demand management	5-6	DEMM	Information systems coordination	6-7	ISCO	Solution architecture	4-6	ARCH	Release and deployment	3-6	RELM
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Application platform role family											
Role: Application development practitioners	Roles responsible for developing reliable, flexible, scalable and secure software applications to support organisational capabilities.										
Example Job Titles: Web Developer, Front End developer, Full Stack Engineer, Back End Developer	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Programming/software development</td> <td>2-6</td> <td>PROG</td> </tr> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> </table>	Programming/software development	2-6	PROG	Testing	1-6	TEST	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Systems integration and build</td> <td>2-6</td> <td>SINT</td> </tr> </table>	Systems integration and build	2-6	SINT
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Role: Application platform management practitioners	Roles responsible for managing the provision of reliable secure software applications which support business capabilities and are easily re-used, maintained and updated to meet current and future organisational needs.																																					
Example Job Titles: Platform Owner, Application Owner, Platform Manager, Head of Platform Engineering	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																				
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Role: Application support practitioners	Roles responsible for operational support for of software applications to support organisational capabilities.																
Example Job Titles: Application Support Analyst , IT Analyst , Application Maintenance Analyst	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Application support</td> <td>2-5</td> <td>ASUP</td> </tr> <tr> <td>Problem management</td> <td>3-5</td> <td>PBMG</td> </tr> <tr> <td>Incident management</td> <td>2-5</td> <td>USUP</td> </tr> </table>	Application support	2-5	ASUP	Problem management	3-5	PBMG	Incident management	2-5	USUP	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Configuration management</td> <td>2-6</td> <td>CFMG</td> </tr> </table>	Stakeholder relationship management	4-7	RLMT	Configuration management	2-6	CFMG
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Role: Enterprise architecture practitioners	Roles responsible for developing, maintaining, communicating and governing Enterprise Architectures and roadmaps, ensuring alignment with corporate strategies, business goals and technology strategies and plans.	
Example Job Titles: Enterprise Architect, Lead Enterprise Architect, Chief Enterprise Architect, Data Architect, Infrastructure Architect, Innovation Architect, Business Architect, Strategy Architect, Security architect, Cloud architect	Look at these SFIA skills and levels first: Enterprise and business architecture 5-7 STPL Requirements definition and management 2-6 REQM Strategic planning 5-7 ITSP Methods and tools 3-6 METL Data management 4-6 DATM Data modelling and design 2-5 DTAN Network design 3-6 NTDS Governance 6-7 GOVN	Other SFIA skills and levels to consider: Business situation analysis 3-6 BUSA Demand management 5-6 DEMM Information systems coordination 6-7 ISCO Information security 3-7 SCTY Business process improvement 5-7 BPRE Feasibility assessment 3-6 FEAS Emerging technology monitoring 4-6 EMRG Innovation 5-7 INOV Stakeholder relationship management 4-7 RLMT Organisational capability development 5-7 OCDV Organisation design and implementation 4-7 ORDI Consultancy 4-7 CNSL Business modelling 2-6 BSMO

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Role: Solution architecture practitioners	Roles responsible for developing, maintaining and ensuring the integrity of end to end technology solutions to address specific project / programme / product requirements and align to technology strategies, architectures and engineering standards.																																																										
Example Job Titles: Solutions Architect, Cloud Solutions Architect, Solutions Designer, Cloud Solutions Designer, Cloud Services Architect, Lead Solutions Architect, Product Architect, Domain Architect	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																																									
	<table border="0"> <tr> <td>Solution architecture</td> <td>4-6</td> <td>ARCH</td> </tr> <tr> <td>Systems design</td> <td>3-6</td> <td>DESN</td> </tr> <tr> <td>Requirements definition and management</td> <td>2-6</td> <td>REQM</td> </tr> <tr> <td>Data management</td> <td>4-6</td> <td>DATM</td> </tr> <tr> <td>Data modelling and design</td> <td>2-5</td> <td>DTAN</td> </tr> <tr> <td>Network design</td> <td>3-6</td> <td>NTDS</td> </tr> <tr> <td>Database design</td> <td>3-5</td> <td>DBDS</td> </tr> <tr> <td>Specialist advice</td> <td>4-6</td> <td>TECH</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> </table>	Solution architecture	4-6	ARCH	Systems design	3-6	DESN	Requirements definition and management	2-6	REQM	Data management	4-6	DATM	Data modelling and design	2-5	DTAN	Network design	3-6	NTDS	Database design	3-5	DBDS	Specialist advice	4-6	TECH	Methods and tools	3-6	METL	<table border="0"> <tr> <td>Feasibility assessment</td> <td>3-6</td> <td>FEAS</td> </tr> <tr> <td>Business situation analysis</td> <td>3-6</td> <td>BUSA</td> </tr> <tr> <td>Software design</td> <td>2-6</td> <td>SWDN</td> </tr> <tr> <td>Business modelling</td> <td>2-6</td> <td>BSMO</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Emerging technology monitoring</td> <td>4-6</td> <td>EMRG</td> </tr> <tr> <td>Information security</td> <td>3-7</td> <td>SCTY</td> </tr> <tr> <td>Business process improvement</td> <td>5-7</td> <td>BPRE</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> </table>	Feasibility assessment	3-6	FEAS	Business situation analysis	3-6	BUSA	Software design	2-6	SWDN	Business modelling	2-6	BSMO	Demand management	5-6	DEMM	Emerging technology monitoring	4-6	EMRG	Information security	3-7	SCTY	Business process improvement	5-7	BPRE	Stakeholder relationship management	4-7	RLMT	Consultancy	4-7	CNSL
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Business analysis role family																																																											
Role: Business analysis practitioners	Roles responsible for investigating operational issues, problems and new opportunities. Finding effective business solutions through improvements in aspects of business operations and business systems.																																																										
Example Job Titles: Business Analyst, Junior Business Analyst, Lead Business Analyst, Principal Business Analyst, Business Systems Analyst, Requirements analyst	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Business situation analysis</td> <td>3-6</td> <td>BUSA</td> </tr> <tr> <td>Feasibility assessment</td> <td>3-6</td> <td>FEAS</td> </tr> <tr> <td>Requirements definition and management</td> <td>2-6</td> <td>REQM</td> </tr> <tr> <td>Acceptance testing</td> <td>2-6</td> <td>BPTS</td> </tr> <tr> <td>Data modelling and design</td> <td>2-5</td> <td>DTAN</td> </tr> <tr> <td>Business process improvement</td> <td>5-7</td> <td>BPRE</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> </table>	Business situation analysis	3-6	BUSA	Feasibility assessment	3-6	FEAS	Requirements definition and management	2-6	REQM	Acceptance testing	2-6	BPTS	Data modelling and design	2-5	DTAN	Business process improvement	5-7	BPRE	Methods and tools	3-6	METL	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Business modelling</td> <td>2-6</td> <td>BSMO</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Benefits management</td> <td>5-6</td> <td>BENM</td> </tr> <tr> <td>Organisational change management</td> <td>3-6</td> <td>CIPM</td> </tr> <tr> <td>User experience analysis</td> <td>3-5</td> <td>UNAN</td> </tr> <tr> <td>Product management</td> <td>3-6</td> <td>PROD</td> </tr> <tr> <td>Enterprise and business architecture</td> <td>5-7</td> <td>STPL</td> </tr> <tr> <td>Innovation</td> <td>5-7</td> <td>INOV</td> </tr> <tr> <td>Organisational capability development</td> <td>5-7</td> <td>OCDV</td> </tr> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> <tr> <td>Strategic planning</td> <td>5-7</td> <td>ITSP</td> </tr> </table>	Business modelling	2-6	BSMO	Demand management	5-6	DEMM	Stakeholder relationship management	4-7	RLMT	Benefits management	5-6	BENM	Organisational change management	3-6	CIPM	User experience analysis	3-5	UNAN	Product management	3-6	PROD	Enterprise and business architecture	5-7	STPL	Innovation	5-7	INOV	Organisational capability development	5-7	OCDV	Consultancy	4-7	CNSL	Strategic planning	5-7	ITSP
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Business analysis role family																																						
Role: Business analysis practice management	Roles responsible for leading, managing, developing and deploying business analysts and business analysis capabilities.																																					
Example Job Titles: Business Analysis Practice Leader, Business Analysis Manager, Head of Business Analysis	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Professional development</td> <td>4-6</td> <td>PDSV</td> </tr> <tr> <td>Resourcing</td> <td>3-6</td> <td>RESC</td> </tr> <tr> <td>Performance management</td> <td>4-6</td> <td>PEMT</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Employee experience</td> <td>4-6</td> <td>EEXP</td> </tr> <tr> <td>Knowledge management</td> <td>2-7</td> <td>KNOW</td> </tr> <tr> <td>Organisational capability development</td> <td>5-7</td> <td>OCDV</td> </tr> </table>	Professional development	4-6	PDSV	Resourcing	3-6	RESC	Performance management	4-6	PEMT	Stakeholder relationship management	4-7	RLMT	Employee experience	4-6	EEXP	Knowledge management	2-7	KNOW	Organisational capability development	5-7	OCDV	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Competency assessment</td> <td>3-6</td> <td>LEDA</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Learning design and development</td> <td>3-5</td> <td>TMCR</td> </tr> <tr> <td>Quality management</td> <td>3-7</td> <td>QUMG</td> </tr> <tr> <td>Supplier management</td> <td>2-7</td> <td>SUPP</td> </tr> </table>	Competency assessment	3-6	LEDA	Demand management	5-6	DEMM	Learning design and development	3-5	TMCR	Quality management	3-7	QUMG	Supplier management	2-7	SUPP
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Change management role family																													
Role: Change management practitioners	Roles responsible for designing, managing, and implementing organisational change initiatives. These roles ensure that changes align with organisational goals, minimise disruption, and support the smooth transition of people, processes, and systems.																												
Example Job Titles: Change Manager, Senior Change Manager, Change Lead, Change Consultant, Change Programme Manager, Organisational Change Manager, Business Change Manager, Transformation Manager, Change Analyst, Change Specialist, Organisational Development Manager, Change Implementation Manager, Change Delivery Lead	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Organisational change management</td> <td>3-6</td> <td>CIPM</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Organisational facilitation</td> <td>4-6</td> <td>OFCL</td> </tr> <tr> <td>Benefits management</td> <td>5-6</td> <td>BENM</td> </tr> <tr> <td>Organisational capability development</td> <td>5-7</td> <td>OCDV</td> </tr> </table>	Organisational change management	3-6	CIPM	Stakeholder relationship management	4-7	RLMT	Organisational facilitation	4-6	OFCL	Benefits management	5-6	BENM	Organisational capability development	5-7	OCDV	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Organisation design and implementation</td> <td>4-7</td> <td>ORDI</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> <tr> <td>Business situation analysis</td> <td>3-6</td> <td>BUSA</td> </tr> </table>	Organisation design and implementation	4-7	ORDI	Methods and tools	3-6	METL	Consultancy	4-7	CNSL	Business situation analysis	3-6	BUSA
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Computational science role family																													
Role: Computational science practitioners	Roles responsible for understanding and solving complex problems using advanced computing capabilities. These roles can be found in many scientific disciplines which require the development of models and simulations to understand natural systems.																												
Example Job Titles: Computational Chemist, Computational Biologist, Research Scientist, Computational Research Assistant	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Scientific modelling</td> <td>4-7</td> <td>SCMO</td> </tr> <tr> <td>Numerical analysis</td> <td>4-7</td> <td>NUAN</td> </tr> <tr> <td>High-performance computing Research</td> <td>4-7</td> <td>HPCC</td> </tr> <tr> <td></td> <td>2-6</td> <td>RSCH</td> </tr> </table>	Scientific modelling	4-7	SCMO	Numerical analysis	4-7	NUAN	High-performance computing Research	4-7	HPCC		2-6	RSCH	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Project management</td> <td>4-7</td> <td>PRMG</td> </tr> <tr> <td>Data modelling and design</td> <td>2-5</td> <td>DTAN</td> </tr> <tr> <td>Data science</td> <td>2-7</td> <td>DATS</td> </tr> <tr> <td>Data visualisation</td> <td>3-5</td> <td>VISL</td> </tr> <tr> <td>Machine learning</td> <td>2-6</td> <td>MLNG</td> </tr> </table>	Project management	4-7	PRMG	Data modelling and design	2-5	DTAN	Data science	2-7	DATS	Data visualisation	3-5	VISL	Machine learning	2-6	MLNG
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Data and analytics role family																																
Role: Data engineering practitioners	Roles responsible for designing, building, testing and operationalising software and infrastructure components for data pipelines and data stores.																															
Example Job Titles: Data engineer, Cloud Data engineer, Cloud Data Architect	Look at these SFIA skills and levels first: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Data engineering</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">DENG</td> </tr> <tr> <td style="padding: 2px;">Data management</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">DATM</td> </tr> <tr> <td style="padding: 2px;">Requirements definition and management</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">REQM</td> </tr> <tr> <td style="padding: 2px;">Programming/software development</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">PROG</td> </tr> <tr> <td style="padding: 2px;">Data modelling and design</td> <td style="padding: 2px; text-align: center;">2-5</td> <td style="padding: 2px;">DTAN</td> </tr> <tr> <td style="padding: 2px;">Database design</td> <td style="padding: 2px; text-align: center;">3-5</td> <td style="padding: 2px;">DBDS</td> </tr> <tr> <td style="padding: 2px;">Systems integration and build</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">SINT</td> </tr> <tr> <td style="padding: 2px;">Testing</td> <td style="padding: 2px; text-align: center;">1-6</td> <td style="padding: 2px;">TEST</td> </tr> </table>	Data engineering	2-6	DENG	Data management	4-6	DATM	Requirements definition and management	2-6	REQM	Programming/software development	2-6	PROG	Data modelling and design	2-5	DTAN	Database design	3-5	DBDS	Systems integration and build	2-6	SINT	Testing	1-6	TEST	Other SFIA skills and levels to consider: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Software design</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">SWDN</td> </tr> <tr> <td style="padding: 2px;">Solution architecture</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">ARCH</td> </tr> </table>	Software design	2-6	SWDN	Solution architecture	4-6	ARCH
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Data and analytics role family																																
Role: Data operations practitioners	Roles responsible for data and machine learning models in production. Automation of data extraction and data quality. Managing production performance and resolving production issues.																															
Example Job Titles: Database Administrator, Cloud Database Administrator, Data operations engineer, ML operations engineer, Data production engineer	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																														
	<table border="0"> <tr> <td>IT infrastructure</td> <td>1-5</td> <td>ITOP</td> </tr> <tr> <td>Database administration</td> <td>2-5</td> <td>DBAD</td> </tr> <tr> <td>Configuration management</td> <td>2-6</td> <td>CFMG</td> </tr> <tr> <td>Change control</td> <td>2-6</td> <td>CHMG</td> </tr> <tr> <td>Systems integration and build</td> <td>2-6</td> <td>SINT</td> </tr> <tr> <td>Release and deployment</td> <td>3-6</td> <td>RELM</td> </tr> </table>	IT infrastructure	1-5	ITOP	Database administration	2-5	DBAD	Configuration management	2-6	CFMG	Change control	2-6	CHMG	Systems integration and build	2-6	SINT	Release and deployment	3-6	RELM	<table border="0"> <tr> <td>Incident management</td> <td>2-5</td> <td>USUP</td> </tr> <tr> <td>Problem management</td> <td>3-5</td> <td>PBMG</td> </tr> <tr> <td>Technology service management</td> <td>5-7</td> <td>ITMG</td> </tr> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> </table>	Incident management	2-5	USUP	Problem management	3-5	PBMG	Technology service management	5-7	ITMG	Testing	1-6	TEST
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Data and analytics role family																																									
Role: Data science practitioners	Roles responsible for using scientific methods, processes, algorithms and systems to extract knowledge and insights from structured and unstructured data.																																								
Example Job Titles: Data scientist , Lead data scientist , Quantitative analyst , Data analyst	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																							
	<table border="0"> <tr> <td>Data science</td> <td>2-7</td> <td>DATS</td> </tr> <tr> <td>Data management</td> <td>4-6</td> <td>DATM</td> </tr> <tr> <td>Data visualisation</td> <td>3-5</td> <td>VISL</td> </tr> <tr> <td>Programming/software development</td> <td>2-6</td> <td>PROG</td> </tr> <tr> <td>Machine learning</td> <td>2-6</td> <td>MLNG</td> </tr> <tr> <td>Data modelling and design</td> <td>2-5</td> <td>DTAN</td> </tr> </table>	Data science	2-7	DATS	Data management	4-6	DATM	Data visualisation	3-5	VISL	Programming/software development	2-6	PROG	Machine learning	2-6	MLNG	Data modelling and design	2-5	DTAN	<table border="0"> <tr> <td>Data engineering</td> <td>2-6</td> <td>DENG</td> </tr> <tr> <td>Innovation</td> <td>5-7</td> <td>INOV</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>Research</td> <td>2-6</td> <td>RSCH</td> </tr> <tr> <td>Emerging technology monitoring</td> <td>4-6</td> <td>EMRG</td> </tr> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> <tr> <td>Information systems coordination</td> <td>6-7</td> <td>ISCO</td> </tr> </table>	Data engineering	2-6	DENG	Innovation	5-7	INOV	Methods and tools	3-6	METL	Research	2-6	RSCH	Emerging technology monitoring	4-6	EMRG	Measurement	3-6	MEAS	Information systems coordination	6-7	ISCO
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DevOps role family																																																					
Role: DevOps practice management	Roles responsible for leading, managing, developing and deploying DevOps practitioners and DevOps capabilities.																																																				
Example Job Titles: DevOps Manager, DevOps Director, DevOps VP	<p>Look at these SFIA skills and levels first:</p> <table border="0"> <tr> <td>Systems development management</td> <td>5-7</td> <td>DLMG</td> </tr> <tr> <td>Systems and software life cycle engineering</td> <td>4-7</td> <td>SLEN</td> </tr> <tr> <td>Technology service management</td> <td>5-7</td> <td>ITMG</td> </tr> <tr> <td>Product management</td> <td>3-6</td> <td>PROD</td> </tr> <tr> <td>Organisational capability development</td> <td>5-7</td> <td>OCDV</td> </tr> <tr> <td>Quality management</td> <td>3-7</td> <td>QUMG</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> </table>	Systems development management	5-7	DLMG	Systems and software life cycle engineering	4-7	SLEN	Technology service management	5-7	ITMG	Product management	3-6	PROD	Organisational capability development	5-7	OCDV	Quality management	3-7	QUMG	Stakeholder relationship management	4-7	RLMT	<p>Other SFIA skills and levels to consider:</p> <table border="0"> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> <tr> <td>Quality assurance</td> <td>3-6</td> <td>QUAS</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Resourcing</td> <td>3-6</td> <td>RESC</td> </tr> <tr> <td>Performance management</td> <td>4-6</td> <td>PEMT</td> </tr> <tr> <td>Employee experience</td> <td>4-6</td> <td>EEXP</td> </tr> <tr> <td>Professional development</td> <td>4-6</td> <td>PDSV</td> </tr> <tr> <td>Knowledge management</td> <td>2-7</td> <td>KNOW</td> </tr> <tr> <td>Learning design and development</td> <td>3-5</td> <td>TMCR</td> </tr> <tr> <td>Competency assessment</td> <td>3-6</td> <td>LEDA</td> </tr> </table>	Measurement	3-6	MEAS	Quality assurance	3-6	QUAS	Demand management	5-6	DEMM	Resourcing	3-6	RESC	Performance management	4-6	PEMT	Employee experience	4-6	EEXP	Professional development	4-6	PDSV	Knowledge management	2-7	KNOW	Learning design and development	3-5	TMCR	Competency assessment	3-6	LEDA
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DevOps role family																																															
Role: DevOps practitioners	Roles responsible for building reliable and secure systems including application build, package,																																														
Example Job Titles: DevOps Engineer, Senior DevOps Engineer, Site Reliability Engineer	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Systems and software life cycle engineering</td> <td>4-7</td> <td>SLEN</td> </tr> <tr> <td>Programming/software development</td> <td>2-6</td> <td>PROG</td> </tr> <tr> <td>Requirements definition and management</td> <td>2-6</td> <td>REQM</td> </tr> <tr> <td>Configuration management</td> <td>2-6</td> <td>CFMG</td> </tr> <tr> <td>Systems integration and build</td> <td>2-6</td> <td>SINT</td> </tr> <tr> <td>Release and deployment</td> <td>3-6</td> <td>RELM</td> </tr> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> <tr> <td>Database administration</td> <td>2-5</td> <td>DBAD</td> </tr> <tr> <td>IT infrastructure</td> <td>1-5</td> <td>ITOP</td> </tr> <tr> <td>Change control</td> <td>2-6</td> <td>CHMG</td> </tr> </table>	Systems and software life cycle engineering	4-7	SLEN	Programming/software development	2-6	PROG	Requirements definition and management	2-6	REQM	Configuration management	2-6	CFMG	Systems integration and build	2-6	SINT	Release and deployment	3-6	RELM	Testing	1-6	TEST	Database administration	2-5	DBAD	IT infrastructure	1-5	ITOP	Change control	2-6	CHMG	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Incident management</td> <td>2-5</td> <td>USUP</td> </tr> <tr> <td>Problem management</td> <td>3-5</td> <td>PBMG</td> </tr> <tr> <td>Software design</td> <td>2-6</td> <td>SWDN</td> </tr> <tr> <td>Vulnerability assessment</td> <td>2-5</td> <td>VUAS</td> </tr> <tr> <td>User experience evaluation</td> <td>2-6</td> <td>USEV</td> </tr> </table>	Incident management	2-5	USUP	Problem management	3-5	PBMG	Software design	2-6	SWDN	Vulnerability assessment	2-5	VUAS	User experience evaluation	2-6	USEV
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Digital product development, sales and marketing role family																													
Role: Digital practitioners	Roles responsible for developing, marketing, selling and supporting digital products.																												
<p>Example Job Titles:</p> <p>Digital Product Manager, Digital Marketer, Digital Sales Support Analysts, Business Development Manager, Sales Manager, Sales Support Manager</p>	<p>Look at these SFIA skills and levels first:</p> <table border="0"> <tr> <td>Product management</td> <td>3-6</td> <td>PROD</td> </tr> <tr> <td>Marketing</td> <td>2-6</td> <td>MKTG</td> </tr> <tr> <td>Selling</td> <td>3-6</td> <td>SALE</td> </tr> <tr> <td>Sales support</td> <td>1-6</td> <td>SSUP</td> </tr> <tr> <td>Content authoring</td> <td>1-6</td> <td>INCA</td> </tr> <tr> <td>Content publishing</td> <td>1-6</td> <td>ICPM</td> </tr> </table>	Product management	3-6	PROD	Marketing	2-6	MKTG	Selling	3-6	SALE	Sales support	1-6	SSUP	Content authoring	1-6	INCA	Content publishing	1-6	ICPM	<p>Other SFIA skills and levels to consider:</p> <table border="0"> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Contract management</td> <td>3-6</td> <td>ITCM</td> </tr> <tr> <td>Supplier management</td> <td>2-7</td> <td>SUPP</td> </tr> </table>	Stakeholder relationship management	4-7	RLMT	Contract management	3-6	ITCM	Supplier management	2-7	SUPP
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Experience design role family																	
Role: User experience practitioners	Roles responsible for creating desirable experiences for users.																
Example Job Titles: UX designer , UX analyst , UX architect	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>User experience analysis</td> <td>3-5</td> <td>UNAN</td> </tr> <tr> <td>User experience design</td> <td>3-6</td> <td>HCEV</td> </tr> <tr> <td>User experience evaluation</td> <td>2-6</td> <td>USEV</td> </tr> </table>	User experience analysis	3-5	UNAN	User experience design	3-6	HCEV	User experience evaluation	2-6	USEV	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Requirements definition and management</td> <td>2-6</td> <td>REQM</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> </table>	Requirements definition and management	2-6	REQM	Methods and tools	3-6	METL
User experience analysis	3-5	UNAN															
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Experience design role family																	
Role: User research practitioners	Roles responsible for Identifying users' behaviours, needs and motivations using observational research methods.																
Example Job Titles: User Researcher, Senior User researcher, Service design practitioners, Example job titles, Service Designer, Senior Service Designer	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>User research</td> <td>3-6</td> <td>URCH</td> </tr> <tr> <td>User experience analysis</td> <td>3-5</td> <td>UNAN</td> </tr> <tr> <td>User experience evaluation</td> <td>2-6</td> <td>USEV</td> </tr> </table>	User research	3-6	URCH	User experience analysis	3-5	UNAN	User experience evaluation	2-6	USEV	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> </table>	Methods and tools	3-6	METL	Consultancy	4-7	CNSL
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Experience design role family		
Role: Service design practitioners	Roles responsible for designing experiences that reach people through many different touch-points, and that happen over time.	
Example Job Titles: Service Designer, Senior Service Designer, Customer Experience Designer, Multi-channel Designer, Product Designer	Look at these SFIA skills and levels first: Business situation analysis 3-6 BUSA Feasibility assessment 3-6 FEAS Requirements definition and management 2-6 REQM Business process improvement 5-7 BPRE Emerging technology monitoring 4-6 EMRG User experience analysis 3-5 UNAN User experience design 3-6 HCEV User experience evaluation 2-6 USEV	Other SFIA skills and levels to consider: Innovation 5-7 INOV Methods and tools 3-6 METL Product management 3-6 PROD Strategic planning 5-7 ITSP User research 3-6 URCH Business modelling 2-6 BSMD Data modelling and design 2-5 DTAN Consultancy 4-7 CNSL Organisational capability development 5-7 OCDV Enterprise and business architecture 5-7 STPL Benefits management 5-6 BENM

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Finance and Procurement											
Role: Technology finance practitioners	Roles responsible for managing and delivering financial leadership, management and operational support for technology organisations										
Example Job Titles: Finance Manager, Finance Business Partner, Finance Analyst, Technology Management Accountant, Technology procurement practitioners, FinOps Analyst	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Financial management</td> <td>4-6</td> <td>FMIT</td> </tr> <tr> <td>Investment appraisal</td> <td>4-6</td> <td>INVA</td> </tr> </table>	Financial management	4-6	FMIT	Investment appraisal	4-6	INVA	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Benefits management</td> <td>5-6</td> <td>BENM</td> </tr> </table>	Benefits management	5-6	BENM
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Finance and Procurement														
Role: Technology procurement practitioners	Roles responsible for managing and delivering procurement leadership, management and operational support for technology organisations.													
Example Job Titles: Head of Procurement, Contract Manager, Contract Analyst, Vendor Manager, Commercial Manager, Supplier Analyst, Commercial Analyst	Look at these SFIA skills and levels first: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Sourcing</td> <td style="padding: 2px; text-align: center;">2-7</td> <td style="padding: 2px;">SORC</td> </tr> <tr> <td style="padding: 2px;">Supplier management</td> <td style="padding: 2px; text-align: center;">2-7</td> <td style="padding: 2px;">SUPP</td> </tr> <tr> <td style="padding: 2px;">Contract management</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">ITCM</td> </tr> </table>	Sourcing	2-7	SORC	Supplier management	2-7	SUPP	Contract management	3-6	ITCM	Other SFIA skills and levels to consider: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Benefits management</td> <td style="padding: 2px; text-align: center;">5-6</td> <td style="padding: 2px;">BENM</td> </tr> </table>	Benefits management	5-6	BENM
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- Do not include too many SFIA skills per role - 5 to 7 skills is a pragmatic number to provide focus. Many roles need fewer.

Human resource and workforce management role family																	
Role: Organisation design practitioners	Roles responsible for define and organise the structure of organisations and teams, performing job analysis, designing jobs and allocating people in the right places to improve efficiency and increase productivity.																
Example Job Titles: Organisation Development Consultant, Finance and Procurement , Technology finance practitioners	Look at these SFIA skills and levels first: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Organisation design and implementation</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">ORDI</td> </tr> <tr> <td style="padding: 2px;">Organisational facilitation</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">OFCL</td> </tr> </table>	Organisation design and implementation	4-7	ORDI	Organisational facilitation	4-6	OFCL	Other SFIA skills and levels to consider: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Workforce planning</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">WFPL</td> </tr> <tr> <td style="padding: 2px;">Stakeholder relationship management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">RLMT</td> </tr> <tr> <td style="padding: 2px;">Competency assessment</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">LEDA</td> </tr> </table>	Workforce planning	4-6	WFPL	Stakeholder relationship management	4-7	RLMT	Competency assessment	3-6	LEDA
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Human resource and workforce management role family																				
Role: Resource management practitioners	Roles responsible for managing and delivering resource management and workforce planning.																			
Example Job Titles: Resource Manager, Resource Analyst, Workforce Planning Manager, Workforce Planner, Organisation design practitioners	Look at these SFIA skills and levels first: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Resourcing</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">RESC</td> </tr> <tr> <td style="padding: 2px;">Workforce planning</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">WFPL</td> </tr> </table>	Resourcing	3-6	RESC	Workforce planning	4-6	WFPL	Other SFIA skills and levels to consider: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Competency assessment</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">LEDA</td> </tr> <tr> <td style="padding: 2px;">Contract management</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">ITCM</td> </tr> <tr> <td style="padding: 2px;">Supplier management</td> <td style="padding: 2px; text-align: center;">2-7</td> <td style="padding: 2px;">SUPP</td> </tr> <tr> <td style="padding: 2px;">Stakeholder relationship management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">RLMT</td> </tr> </table>	Competency assessment	3-6	LEDA	Contract management	3-6	ITCM	Supplier management	2-7	SUPP	Stakeholder relationship management	4-7	RLMT
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Information and cyber security role family																																
Role: Incident management practitioners	Roles responsible for analysing, designing, managing and delivering the services required to minimise the negative impact of security incidents and restoring normal service operation as quickly as possible.																															
Example Job Titles: Incident Analyst, Incident Manager, Major Incident Manager, Lead Incident Manager, Cyber Incident Manager	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Incident management</td> <td>2-5</td> <td>USUP</td> </tr> <tr> <td>Security operations</td> <td>1-6</td> <td>SCAD</td> </tr> <tr> <td>Digital forensics</td> <td>3-6</td> <td>DGFS</td> </tr> </table>	Incident management	2-5	USUP	Security operations	1-6	SCAD	Digital forensics	3-6	DGFS	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Continuity management</td> <td>2-6</td> <td>COPL</td> </tr> <tr> <td>Information security</td> <td>3-7</td> <td>SCTY</td> </tr> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> <tr> <td>Supplier management</td> <td>2-7</td> <td>SUPP</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>Business intelligence</td> <td>2-5</td> <td>BINT</td> </tr> </table>	Continuity management	2-6	COPL	Information security	3-7	SCTY	Testing	1-6	TEST	Supplier management	2-7	SUPP	Stakeholder relationship management	4-7	RLMT	Methods and tools	3-6	METL	Business intelligence	2-5	BINT
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Information and cyber security role family																													
Role: Security leadership, strategy and management	Roles responsible for leading the development and execution of security strategies and policies.																												
Example Job Titles: Chief Information Security Officer CISO, Information security manager, Security architect, Cloud Security Architect, Information security analyst, Cyber security manager, Cyber security governance manager, Cyber security analyst	Look at these SFIA skills and levels first: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Information security</td> <td style="padding: 2px; text-align: center;">3-7</td> <td style="padding: 2px;">SCTY</td> </tr> <tr> <td style="padding: 2px;">Governance</td> <td style="padding: 2px; text-align: center;">6-7</td> <td style="padding: 2px;">GOVN</td> </tr> <tr> <td style="padding: 2px;">Risk management</td> <td style="padding: 2px; text-align: center;">3-7</td> <td style="padding: 2px;">BURM</td> </tr> <tr> <td style="padding: 2px;">Information management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">IRMG</td> </tr> <tr> <td style="padding: 2px;">Information assurance</td> <td style="padding: 2px; text-align: center;">3-7</td> <td style="padding: 2px;">INAS</td> </tr> <tr> <td style="padding: 2px;">Stakeholder relationship management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">RLMT</td> </tr> </table>	Information security	3-7	SCTY	Governance	6-7	GOVN	Risk management	3-7	BURM	Information management	4-7	IRMG	Information assurance	3-7	INAS	Stakeholder relationship management	4-7	RLMT	Other SFIA skills and levels to consider: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Organisational capability development</td> <td style="padding: 2px; text-align: center;">5-7</td> <td style="padding: 2px;">OCDV</td> </tr> <tr> <td style="padding: 2px;">Enterprise and business architecture</td> <td style="padding: 2px; text-align: center;">5-7</td> <td style="padding: 2px;">STPL</td> </tr> <tr> <td style="padding: 2px;">Measurement</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">MEAS</td> </tr> </table>	Organisational capability development	5-7	OCDV	Enterprise and business architecture	5-7	STPL	Measurement	3-6	MEAS
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Information and cyber security role family																																																											
Role: Security operations	Roles responsible for day to day execution of security policies and procedures. Using monitoring tools to identify threats and incidents.																																																										
Example Job Titles: Cyber Security Technician, Information Security Technician, Security Operations Manager, Infrastructure Specialist, Operations Support Analyst, Security Operations Centre (SOC) Service Desk Analyst, Security Operations Centre (SOC) Analyst	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																																									
	<table border="0"> <tr> <td>Security operations</td> <td>1-6</td> <td>SCAD</td> </tr> <tr> <td>IT infrastructure</td> <td>1-5</td> <td>ITOP</td> </tr> <tr> <td>Incident management</td> <td>2-5</td> <td>USUP</td> </tr> <tr> <td>Network support</td> <td>2-5</td> <td>NTAS</td> </tr> <tr> <td>System software</td> <td>3-5</td> <td>SYSP</td> </tr> <tr> <td>Information security</td> <td>3-7</td> <td>SCTY</td> </tr> <tr> <td>Asset management</td> <td>2-6</td> <td>ASMG</td> </tr> <tr> <td>Supplier management</td> <td>2-7</td> <td>SUPP</td> </tr> <tr> <td>Technology service management</td> <td>5-7</td> <td>ITMG</td> </tr> </table>	Security operations	1-6	SCAD	IT infrastructure	1-5	ITOP	Incident management	2-5	USUP	Network support	2-5	NTAS	System software	3-5	SYSP	Information security	3-7	SCTY	Asset management	2-6	ASMG	Supplier management	2-7	SUPP	Technology service management	5-7	ITMG	<table border="0"> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> <tr> <td>Specialist advice</td> <td>4-6</td> <td>TECH</td> </tr> <tr> <td>Knowledge management</td> <td>2-7</td> <td>KNOW</td> </tr> <tr> <td>Software configuration</td> <td>3-6</td> <td>PORT</td> </tr> <tr> <td>Systems installation and removal</td> <td>1-5</td> <td>HSIN</td> </tr> <tr> <td>Problem management</td> <td>3-5</td> <td>PBMG</td> </tr> <tr> <td>Facilities management</td> <td>3-6</td> <td>DCMA</td> </tr> <tr> <td>Stakeholder relationship management</td> <td>4-7</td> <td>RLMT</td> </tr> <tr> <td>Risk management</td> <td>3-7</td> <td>BURM</td> </tr> <tr> <td>Penetration testing</td> <td>3-6</td> <td>PENT</td> </tr> </table>	Measurement	3-6	MEAS	Specialist advice	4-6	TECH	Knowledge management	2-7	KNOW	Software configuration	3-6	PORT	Systems installation and removal	1-5	HSIN	Problem management	3-5	PBMG	Facilities management	3-6	DCMA	Stakeholder relationship management	4-7	RLMT	Risk management	3-7	BURM	Penetration testing	3-6	PENT
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Information and cyber security role family																				
Role: Security risk management, audit and compliance	Roles responsible for assessing risk and ensuring security systems and operations comply with organisational and regulatory requirements.																			
Example Job Titles: IT auditor, Info sec compliance consultant, Security assessment auditor, Audit manager, Security leadership, strategy and management	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Information assurance</td> <td>3-7</td> <td>INAS</td> </tr> <tr> <td>Risk management</td> <td>3-7</td> <td>BURM</td> </tr> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> <tr> <td>Audit</td> <td>3-7</td> <td>AUDT</td> </tr> </table>	Information assurance	3-7	INAS	Risk management	3-7	BURM	Testing	1-6	TEST	Audit	3-7	AUDT	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Consultancy</td> <td>4-7</td> <td>CNSL</td> </tr> <tr> <td>Measurement</td> <td>3-6</td> <td>MEAS</td> </tr> </table>	Consultancy	4-7	CNSL	Measurement	3-6	MEAS
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Learning & development role family		
Role: Teaching practitioners	Roles responsible for teaching others in a formal education context, such as at schools, colleges or universities.	
Example Job Titles: Teacher, Lecturer, Department Head, Programme Director, Chair of Examiners, Subject Lead, Trainee Teacher	Look at these SFIA skills and levels first: Teaching 2-7 TEAC Subject formation 4-7 SUBF	Other SFIA skills and levels to consider: Learning delivery 2-5 ETDL Learning design and development 3-5 TMCR Methods and tools 3-6 METL Research 2-6 RSCH Specialist advice 4-6 TECH

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Learning & development role family							
Role: Learning & development practitioners		Roles responsible for analysing, designing, delivering and managing activities to develop people's skills, knowledge, behaviours and competencies - typically to improve individual performance, contribution, impact and employability.					
Example Job Titles: L&D Manager, Chief Learning Officer, Head of L&D, L&D Consultant, Learning and performance consultant, L&D administrator, Trainer		Look at these SFIA skills and levels first:		Other SFIA skills and levels to consider:			
		Learning and development management	3-7	ETMG	Methods and tools	3-6	METL
		Learning delivery	2-5	ETDL	Measurement	3-6	MEAS
		Learning design and development	3-5	TMCR	Content authoring	1-6	INCA
					Content publishing	1-6	ICPM

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Project delivery role family																																						
Role: Project delivery practice management	Roles responsible for leading, managing, developing and deploying project delivery professionals and project delivery capabilities.																																					
Example Job Titles: Project Delivery Practice Leader, Head of Project Delivery, Head of Project & Programme Management	Look at these SFIA skills and levels first: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Resourcing</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">RESC</td> </tr> <tr> <td style="padding: 2px;">Professional development</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">PDSV</td> </tr> <tr> <td style="padding: 2px;">Performance management</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">PEMT</td> </tr> <tr> <td style="padding: 2px;">Organisational capability development</td> <td style="padding: 2px; text-align: center;">5-7</td> <td style="padding: 2px;">OCDV</td> </tr> <tr> <td style="padding: 2px;">Employee experience</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">EEXP</td> </tr> <tr> <td style="padding: 2px;">Knowledge management</td> <td style="padding: 2px; text-align: center;">2-7</td> <td style="padding: 2px;">KNOW</td> </tr> <tr> <td style="padding: 2px;">Stakeholder relationship management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">RLMT</td> </tr> </table>	Resourcing	3-6	RESC	Professional development	4-6	PDSV	Performance management	4-6	PEMT	Organisational capability development	5-7	OCDV	Employee experience	4-6	EEXP	Knowledge management	2-7	KNOW	Stakeholder relationship management	4-7	RLMT	Other SFIA skills and levels to consider: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Competency assessment</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">LEDA</td> </tr> <tr> <td style="padding: 2px;">Demand management</td> <td style="padding: 2px; text-align: center;">5-6</td> <td style="padding: 2px;">DEMM</td> </tr> <tr> <td style="padding: 2px;">Learning design and development</td> <td style="padding: 2px; text-align: center;">3-5</td> <td style="padding: 2px;">TMCR</td> </tr> <tr> <td style="padding: 2px;">Quality management</td> <td style="padding: 2px; text-align: center;">3-7</td> <td style="padding: 2px;">QUMG</td> </tr> <tr> <td style="padding: 2px;">Supplier management</td> <td style="padding: 2px; text-align: center;">2-7</td> <td style="padding: 2px;">SUPP</td> </tr> </table>	Competency assessment	3-6	LEDA	Demand management	5-6	DEMM	Learning design and development	3-5	TMCR	Quality management	3-7	QUMG	Supplier management	2-7	SUPP
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Role: Project delivery practitioners	Roles responsible for the delivery of projects, programmes and portfolios.																																								
Example Job Titles: Programme Manager, Programme Director, Portfolio Manager, Project Manager, Project Analyst, Project Office Manager, Project Office Analyst	Look at these SFIA skills and levels first: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Project management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">PRMG</td> </tr> <tr> <td style="padding: 2px;">Programme management</td> <td style="padding: 2px; text-align: center;">6-7</td> <td style="padding: 2px;">PGMG</td> </tr> <tr> <td style="padding: 2px;">Portfolio management</td> <td style="padding: 2px; text-align: center;">5-7</td> <td style="padding: 2px;">POMG</td> </tr> <tr> <td style="padding: 2px;">Portfolio, programme and project support</td> <td style="padding: 2px; text-align: center;">2-6</td> <td style="padding: 2px;">PROF</td> </tr> <tr> <td style="padding: 2px;">Stakeholder relationship management</td> <td style="padding: 2px; text-align: center;">4-7</td> <td style="padding: 2px;">RLMT</td> </tr> <tr> <td style="padding: 2px;">Benefits management</td> <td style="padding: 2px; text-align: center;">5-6</td> <td style="padding: 2px;">BENM</td> </tr> </table>	Project management	4-7	PRMG	Programme management	6-7	PGMG	Portfolio management	5-7	POMG	Portfolio, programme and project support	2-6	PROF	Stakeholder relationship management	4-7	RLMT	Benefits management	5-6	BENM	Other SFIA skills and levels to consider: <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Demand management</td> <td style="padding: 2px; text-align: center;">5-6</td> <td style="padding: 2px;">DEMM</td> </tr> <tr> <td style="padding: 2px;">Financial management</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">FMIT</td> </tr> <tr> <td style="padding: 2px;">Organisational change management</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">CIPM</td> </tr> <tr> <td style="padding: 2px;">Information systems coordination</td> <td style="padding: 2px; text-align: center;">6-7</td> <td style="padding: 2px;">ISCO</td> </tr> <tr> <td style="padding: 2px;">Investment appraisal</td> <td style="padding: 2px; text-align: center;">4-6</td> <td style="padding: 2px;">INVA</td> </tr> <tr> <td style="padding: 2px;">Measurement</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">MEAS</td> </tr> <tr> <td style="padding: 2px;">Methods and tools</td> <td style="padding: 2px; text-align: center;">3-6</td> <td style="padding: 2px;">METL</td> </tr> </table>	Demand management	5-6	DEMM	Financial management	4-6	FMIT	Organisational change management	3-6	CIPM	Information systems coordination	6-7	ISCO	Investment appraisal	4-6	INVA	Measurement	3-6	MEAS	Methods and tools	3-6	METL
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Service management role family																																																								
Role: Service operations practitioners	Roles responsible for managing, delivering and improving operational services.																																																							
Example Job Titles: Service Desk Analyst , Service Desk Manager , Service Desk Lead , Problem Analyst , Problem Manager , Service Operations Manager , Identity & Access Management (IAM) Analyst , Customer Service Manager , Customer Engagement Manager , Service Data Analyst , Service Supplier Manager , Service Performance Manager	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																																						
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Service management role family																																																																										
Role: Service strategy and architecture practitioners	Roles for architecting and designing the different elements that make up how and organisation manages and operates its services and ensuring alignment with corporate strategies, business goals and technology strategies and plans.																																																																									
Example Job Titles: Service Architect, Service Designer, Service Introduction Manager, Service Tooling Architect, Service Modeler, Service Process Manager	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																																																								
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Example Job Titles: Engineering Manager, Senior Engineering Manager, Director of Engineering, Senior Director of Engineering, VP of Engineering, Senior VP of Engineering	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																																
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Software engineering role family		
Role: Software engineering practitioners	Roles responsible for the application of a systematic, disciplined, quantifiable approach to the development, operation, and maintenance of software (i.e. the application of engineering to software).	
Example Job Titles: Software Engineer, Principal Software Engineer, Senior Software Engineer, Software Development Engineer, Cloud Software Engineer	Look at these SFIA skills and levels first: Programming/software development 2-6 PROG Real-time/embedded systems development 2-6 RESD Safety engineering 3-6 SFEN Requirements definition and management 2-6 REQM Software design 2-6 SWDN Configuration management 2-6 CFMG Systems integration and build 2-6 SINT Testing 1-6 TEST	Other SFIA skills and levels to consider: Application support 2-5 ASUP Measurement 3-6 MEAS Methods and tools 3-6 METL Quality assurance 3-6 QUAS Systems design 3-6 DESN

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- Do not include too many SFIA skills per role - 5 to 7 skills is a pragmatic number to provide focus. Many roles need fewer.

Technology infrastructure platform role family		
Role: Infrastructure engineers	Roles responsible for providing a reliable, flexible, scalable, secure and efficient IT infrastructure to meet current and future organisational needs.	
Example Job Titles: Cloud Engineer, Network Specialist, Cloud Network Architect, Systems Administrator, EUC and Voice Analyst, IT Service Support Analyst, Infrastructure Technical SME, Cloud Site Reliability Engineer	Look at these SFIA skills and levels first: IT infrastructure 1-5 ITOP System software 3-5 SYSP Systems integration and build 2-6 SINT Testing 1-6 TEST Network design 3-6 NTDS Network support 2-5 NTAS Storage management 3-6 STMG Systems installation and removal 1-5 HSIN	Other SFIA skills and levels to consider: Systems design 3-6 DESN Facilities management 3-6 DCMA Configuration management 2-6 CFMG

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Technology infrastructure platform role family																													
Role: Infrastructure platform management practitioners	Roles responsible for managing the provision of a reliable and secure technology infrastructure to support current and future organisational needs.																												
Example Job Titles: Infrastructure Platform Owner, Cloud Service Manager, ICT Operations Manager	Look at these SFIA skills and levels first: <table border="0"> <tr> <td>Technology service management</td> <td>5-7</td> <td>ITMG</td> </tr> <tr> <td>IT infrastructure</td> <td>1-5</td> <td>ITOP</td> </tr> <tr> <td>Demand management</td> <td>5-6</td> <td>DEMM</td> </tr> <tr> <td>Service level management</td> <td>2-7</td> <td>SLMO</td> </tr> <tr> <td>Contract management</td> <td>3-6</td> <td>ITCM</td> </tr> <tr> <td>Supplier management</td> <td>2-7</td> <td>SUPP</td> </tr> </table>	Technology service management	5-7	ITMG	IT infrastructure	1-5	ITOP	Demand management	5-6	DEMM	Service level management	2-7	SLMO	Contract management	3-6	ITCM	Supplier management	2-7	SUPP	Other SFIA skills and levels to consider: <table border="0"> <tr> <td>Systems and software life cycle engineering</td> <td>4-7</td> <td>SLEN</td> </tr> <tr> <td>Facilities management</td> <td>3-6</td> <td>DCMA</td> </tr> <tr> <td>Continuity management</td> <td>2-6</td> <td>COPL</td> </tr> </table>	Systems and software life cycle engineering	4-7	SLEN	Facilities management	3-6	DCMA	Continuity management	2-6	COPL
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Testing role family																																						
Role: Testing practice management	Roles responsible for leading, managing, developing and deploying testers and testing capabilities.																																					
Example Job Titles: Testing Practice Leader, Head of Testing, Head of QA and Testing	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																																				
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Testing role family																										
Role: Testing practitioners	Roles responsible for the analysis of software and systems to reduce risk and prevent issues.																									
Example Job Titles: Tester, Test Manager, Test Architect, Test Automation Analyst, Test Programme Manager, Test Analyst, Cloud Test Analyst, Junior Tester	Look at these SFIA skills and levels first:	Other SFIA skills and levels to consider:																								
	<table> <tr> <td>Testing</td> <td>1-6</td> <td>TEST</td> </tr> <tr> <td>Quality assurance</td> <td>3-6</td> <td>QUAS</td> </tr> <tr> <td>Acceptance testing</td> <td>2-6</td> <td>BPTS</td> </tr> <tr> <td>Methods and tools</td> <td>3-6</td> <td>METL</td> </tr> <tr> <td>User experience evaluation</td> <td>2-6</td> <td>USEV</td> </tr> </table>	Testing	1-6	TEST	Quality assurance	3-6	QUAS	Acceptance testing	2-6	BPTS	Methods and tools	3-6	METL	User experience evaluation	2-6	USEV	<table> <tr> <td>Penetration testing</td> <td>3-6</td> <td>PENT</td> </tr> <tr> <td>Risk management</td> <td>3-7</td> <td>BURM</td> </tr> <tr> <td>Specialist advice</td> <td>4-6</td> <td>TECH</td> </tr> </table>	Penetration testing	3-6	PENT	Risk management	3-7	BURM	Specialist advice	4-6	TECH
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