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| SFIA Skills | Additional IT service experience related activities |
| **Strategic planning** Creating and maintaining a strategy to align organisational actions, plans and resources with business objectives. | Reviewing whether strategic plans (need to) address employee, customer or supplier experience that is affected by IT services. |
| **Information systems coordination**  Coordinating information and technology strategies where the adoption of a common approach would benefit the organisation. |  |
| **Information management**  Planning, implementing and controlling the full life cycle management of digitally organised information and records. |  |
| **Enterprise and business architecture**  Aligning an organisation's technology strategy with its business mission, strategy, and processes and documenting this using architectural models. | Assessing current capabilities related to how people think and feel about the organisation, as influenced by their use of IT services. |
| **Solution architecture**  Developing and communicating a multi-dimensional solution architecture to deliver agreed business outcomes. | Considering IT service experience when developing and communicating an implementation roadmap. |
| **Innovation**  Identifying, prioritising, incubating and exploiting opportunities provided by information, communication and digital technologies. | Considering the innovative potential of IT service experience when developing and implementing processes, tools and infrastructures to support innovation. |
| **Emerging technology monitoring**  Identifying and assessing new and emerging technologies, products, services, methods and techniques. | Identifying and assessing new and emerging technologies, products, services, methods and techniques for measuring IT service experience. |
| **Research**  Systematically creating new knowledge by data gathering, innovation, experimentation, evaluation and dissemination. | Systematically creating new knowledge from human sentiment data related to IT services. |
| **Demand management**  Analysing and proactively managing business demand for new services or modifications to existing service features or volumes. | Managing demand for IT services by means of modifying the business’ perception of the IT services. |
| **Investment appraisal**  Assessing the attractiveness of possible investments or projects. |  |
| **Financial management**  Supporting the effective use and control of financial resources. |  |
| **Measurement**  Developing and operating a measurement capability to support agreed organisational information needs. | Including measures of human sentiment related to IT services to assess performance. |
| **Sustainability**  Providing advice, assistance and leadership to enable the organisation to minimise negative environmental impact. | When sustainability includes the  UN Sustainable Development Goal of ‘good health and well-being’, developing policies, standards and guidelines to maximize this goal as related to use of IT services. |
| **Continuity management**  Developing, implementing and testing a business continuity framework. | Considering the risk of resignation as a result of poor employee experience related to IT services when identifying potential threats and assessing their business impact. |
| **Information security**  Defining and operating a framework of security controls and security management strategies. |  |
| **Information assurance**  Protecting against and managing risks related to the use, storage and transmission of data and information systems. |  |
| **Personal data protection**  Implementing and operating a framework of controls and management strategies to promote compliance with personal data legislation. |  |
| **Vulnerability research**  Conducting applied research to discover, evaluate and mitigate new or unknown security vulnerabilities and weaknesses. |  |
| **Threat intelligence**  Developing and sharing actionable insights on current and potential security threats to the success or integrity of an organisation. |  |
| **Governance**  Defining and operating a framework for making decisions, managing stakeholder relationships, and identifying legitimate authority. | When governance of IT includes human behaviour, as in ISO 38500, IT service experience should be included in the governance tasks of evaluating, directing and monitoring. |
| **Risk management**  Planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the enterprise. |  |
| **Audit**  Delivering independent, risk-based assessments of the effectiveness of processes, the controls, and the compliance environment of an organisation. | Considering the influence of IT service experience when delivering assessments of the effectiveness of processes. |
| **Quality management**  Defining and operating a management framework of processes and working practices to deliver the organisation's quality objectives. | Including experience as a dimension of IT service quality, in addition to traditional dimensions such as utility and warranty. |
| **Quality assurance**  Assuring, through ongoing and periodic assessments and reviews, that the organisation’s quality objectives are being met. |  |
| **Consultancy**  Providing advice and recommendations, based on expertise and experience, to address client needs. |  |
| **Specialist advice**  Providing authoritative advice and direction in a specialist area. |  |
| **Methods and tools**  Ensuring methods and tools are adopted and used effectively throughout the organisation. | Applying empathy in implementing methods and tools related to IT services. |
| **Portfolio management**  Developing and applying a management framework to define and deliver a portfolio of programmes, projects and/or ongoing services. | Including experience-related benefits in measurement and evaluation of IT services. |
| **Programme management**  Identifying, planning and coordinating a set of related projects and activities in support of specific business strategies and objectives. | Including experience-related benefits in determining, monitoring and reviewing IT services. |
| **Project management**  Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance. | Applying empathy in communicating with stakeholders in projects related to IT services.  Ensuring that empathy is included in acquiring the necessary resources and skills for projects related to IT services. |
| **Portfolio, programme and project support**  Providing support and guidance on portfolio, programme and project management processes, procedures, tools and techniques. |  |
| **Business situation analysis**  Investigating business situations to define recommendations for improvement action. | Applying empathy-based design thinking principles in engaging with relevant stakeholders in situations involving IT services. |
| **Feasibility assessment**  Defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment. |  |
| **Requirements definition and management**  Managing requirements through the entire delivery and operational life cycle. | Including experience in eliciting and analysing requirements for IT services.  Including observability in specifying requirements for IT services. |
| **Business modelling**  Producing abstract or distilled representations of real-world, business or gaming situations. |  |
| **Acceptance testing**  Validating systems, products, business processes or services to determine whether the acceptance criteria have been satisfied. | Including experience in designing acceptance tests for IT services. |
| **Business process improvement**  Creating new and potentially disruptive approaches to performing business activities. |  |
| **Organisational capability development**  Providing leadership, advice and implementation support to assess organisational capabilities and to identify, prioritise and implement improvements. | For IT service organisations, considering capabilities to stage the desired experience when designing solutions to deliver improved organisational performance. |
| **Organisation design and implementation**  Planning, designing and implementing an integrated organisation structure and culture. | For IT service organisations, considering empathy as a key attribute of the required culture. |
| **Organisational change management**  Planning, designing and implementing activities to transition the organisation and people to the required future state. | Considering employee experience and motivation when assessing change readiness related to IT services. |
| **Benefits management**  Forecasting, planning and monitoring the emergence and effective realisation of anticipated benefits from projects and programmes. | Including experience-related benefits in the anticipated benefits of IT services. |
| **Product management**  Managing and developing products or services through their full life cycle from inception, growth, maturity, decline to retirement. | Applying empathy in developing IT services. |
| **Systems development management**  Planning, estimating and executing systems development work to time, budget and quality targets. |  |
| **Systems and software life cycle engineering**  Establishing and deploying an environment for developing, continually improving, and securely operating software and systems products and services. |  |
| **Systems design**  Designing systems to meet specified requirements and agreed systems architectures. |  |
| **Software design**  Specifying and designing software to meet defined requirements by following agreed design standards and principles. |  |
| **Network design**  Designing communication networks to support strategic and operational requirements and producing network strategies, architectures, policies and related documentation. |  |
| **Hardware design**  Specifying a hardware design model for a defined system architecture. |  |
| **Programming/software development**  Developing software components to deliver value to stakeholders. |  |
| **Systems integration and build**  Planning, implementing and controlling activities to synthesise system components to create operational systems, products or services. | Developing disaster recovery plans with empathy for both the users and the recoverers. |
| **Testing**  Investigating products, systems and services to assess behaviour and whether this meets specified or unspecified requirements and characteristics. | Including experience in non-functional testing of IT services. |
| **Software configuration**  Designing and deploying software product configurations into software environments or platforms. |  |
| **Real-time/embedded systems development**  Designing and developing reliable real-time software typically within embedded systems. |  |
| **Safety engineering**  Applying appropriate methods to assure safety during all life cycle phases of safety-related systems developments. |  |
| **Safety assessment**  Assessing safety-related software and hardware systems to determine compliance with standards and required levels of safety integrity. |  |
| **Radio frequency engineering**  Designing, installing and maintaining radio frequency based devices and software. |  |
| **Animation development**  Designing and developing animated and interactive systems such as games and simulations. | Applying empathy in designing and developing animated and interactive systems. |
| **Data management**  Developing and implementing plans, policies, and practices that control, protect and optimise the value of data assets. |  |
| **Data modelling and design**  Developing models and diagrams to represent and communicate data requirements and data assets. |  |
| **Database design**  Specifying, designing and maintaining mechanisms for storing and accessing data. |  |
| **Data engineering**  Designing, building, operationalising, securing and monitoring data pipelines and data stores. |  |
| **Database administration**  Installing, configuring, monitoring, maintaining and improving the performance of databases and data stores. |  |
| **Data science**  Applying mathematics, statistics, data mining and predictive modelling techniques to gain insights, predict behaviours and generate value from data. | Applying data science to sentiment data related to IT services. |
| **Machine learning**  Developing systems that learn through experience and by the use of data. | Applying machine learning to sentiment data related to IT services. |
| **Business intelligence**  Developing, producing and delivering regular and one-off management information to provide insights and aid decision-making. | Applying business intelligence to sentiment data related to IT services. |
| **Data visualisation**  Facilitating understanding of data by displaying concepts, ideas, and facts using graphical representations. | Applying data visualisation to sentiment data related to IT services. |
| **User research**  Identifying users' behaviours, needs and motivations using observational research methods. | Establishing users’ needs from an IT service experience perspective. |
| **User experience analysis**  Understanding the context of use for systems, products and services and specifying user experience requirements and design goals. | Specifying IT service experience requirements. |
| **User experience design**  Producing design concepts and prototypes for user interactions with and experiences of a product, system or service. | Designing IT service interactions and the desired experience. |
| **User experience evaluation**  Validating systems, products or services against user experience goals, metrics and targets. | Using user experience evaluation to establish correlations between measurements and indicators, and indicators and goals for IT services. |
| **Content authoring**  Planning, designing and creating textual information, supported where necessary by graphical content. |  |
| **Content publishing**  Managing and continually improving the processes that collect, assemble and publish content. |  |
| **Knowledge management**  Managing vital knowledge to create value for the organisation. |  |
| **Scientific modelling**  Applying computer simulation and other forms of computation to solve real-world problems in scientific disciplines. |  |
| **Numerical analysis**  Creating, analysing, implementing, testing and improving algorithms for numerically solving mathematical problems. |  |
| **High-performance computing**  Using advanced computer systems and special programming techniques to solve complex computational problems. |  |
| **Technology service management**  Managing the provision of technology-based services to meet defined organisational needs. | Managing the experience dimension of technology-based IT services. |
| **Application support**  Delivering management, technical and administrative services to support and maintain live applications. | Applying empathy in investigating and resolving issues, providing guidance or training to users, devising permanent or temporary corrections and workarounds for faults, and defining enhancements.  Monitoring performance of applications from an experience perspective.  Capturing user feedback for subsequent analysis. |
| **IT infrastructure**  Deploying, configuring and operating IT Infrastructure. | Monitoring the performance of systems and services from an experience perspective. |
| **System software**  Installing, managing, controlling, deploying and maintaining infrastructure systems software, to meet operational needs and service levels. | Monitoring and optimising the performance of system software from an experience perspective. |
| **Network support**  Providing maintenance and support services for communications networks. | Monitoring network performance from an experience perspective.  Applying empathy in investigating and resolving problems, devising work-arounds and correcting faults, and providing information, advice or training to users. |
| **Systems installation and removal**  Installing and testing, or decommissioning and removing, systems or system components. |  |
| **Configuration management**  Planning, identifying, controlling, accounting for and auditing of configuration items (CIs) and their interrelationships. |  |
| **Release and deployment**  Applying the processes, systems and functions required to make new and changed services and features available for use. | Applying empathy in enabling the controlled and effective handover to operational management and the user community. |
| **Storage management**  Planning, implementing and optimising the technologies and processes used for data storage. |  |
| **Facilities management**  Planning, designing and managing the buildings, space and facilities which, collectively, make up the IT estate. |  |
| **Service level management**  Agreeing targets for service levels and assessing, monitoring, and managing the delivery of services against the targets. | Extending the scope of service level management to include IT services’ impact on people and their business. |
| **Service catalogue management**  Providing a source of consistent information about available services and products to customers and users. | Applying empathy in making IT service catalogues useful and easy to use. |
| **Availability management**  Ensuring that services deliver agreed levels of availability to meet the current and future needs of the business. | Defining and agreeing availability targets from an experience perspective.  Monitoring, analysing and reporting on service availability from both objective and subjective perspectives. |
| **Capacity management**  Ensuring that service components have the capacity and performance to meet current and planned business needs. |  |
| **Incident management**  Coordinating responses to incident reports, minimising negative impacts and restoring service as quickly as possible. | Applying empathy in designing processes and procedures for incidents, and informing users, customers and key stakeholders of progress. |
| **Problem management**  Managing the life cycle of all problems that have occurred or could occur in delivering a service. | Utilize user sentiment data to proactively prevent problems from happening. |
| **Change control**  Assessing risks associated with proposed changes and ensuring changes to products, services or systems are controlled and coordinated. | Applying empathy in assessing risks and reducing risks to the IT services impacted by the change. |
| **Asset management**  Managing the full life cycle of assets from acquisition, operation, maintenance to disposal. |  |
| **Service acceptance**  Managing the process to obtain formal confirmation that service acceptance criteria have been met. | Considering empathy in defining the acceptance criteria for IT service transitions. |
| **Security operations**  Delivering management, technical and administrative services to implement security controls and security management strategies. |  |
| **Vulnerability assessment**  Identifying and classifying security vulnerabilities in networks, systems and applications and mitigating or eliminating their impact. |  |
| **Digital forensics**  Recovering and investigating material found in digital devices. |  |
| **Penetration testing**  Testing the effectiveness of security controls by emulating the tools and techniques of likely attackers. |  |
| **Performance management**  Improving organisational performance by developing the performance of individuals and workgroups to meet agreed objectives with measurable results. |  |
| **Employee experience**  Enhancing employee engagement and ways of working, empowering employees and supporting their health and wellbeing. | Enhancing employee experience by providing empathetic IT services. |
| **Organisational facilitation**  Supporting workgroups to implement principles and practices for effective teamwork across organisational boundaries and professional specialisms. |  |
| **Professional development**  Facilitating the professional development of individuals in line with their career goals and organisational requirements. |  |
| **Workforce planning**  Estimating the demand for people and skills and planning the supply needed to meet that demand. |  |
| **Resourcing**  Acquiring, deploying and onboarding resources. | Enhancing onboarding by providing empathetic IT services. |
| **Learning and development management**  Delivering management, advisory and administrative services to support the development of knowledge, skills and competencies. |  |
| **Learning design and development**  Designing and developing resources to transfer knowledge, develop skills and change behaviours. |  |
| **Learning delivery**  Transferring knowledge, developing skills and changing behaviours using a range of techniques, resources and media. |  |
| **Competency assessment**  Assessing knowledge, skills, competency and behaviours by any means, whether formal or informal, against frameworks such as SFIA. |  |
| **Certification scheme operation**  Designing, developing and operating certification schemes, accreditations and credentials, including digital credentials or badges. |  |
| **Teaching**  Delivering and assessing curricula in a structured and systematic education environment. |  |
| **Subject formation**  Specifying, designing and developing curricula within a structured and systematic education environment. |  |
| **Supplier management**  Aligning the organisation’s supplier performance objectives and activities with sourcing strategies and plans, balancing costs, efficiencies and service quality. | Fostering relationships that enable the provision of IT services that have a positive impact on people and their business. |
| **Contract management**  Managing and controlling the operation of formal contracts for the supply of products and services. | Creating contractual terms and conditions that enable the provision of IT services that have a positive impact on people and their business. |
| **Stakeholder relationship management**  Influencing stakeholder attitudes, decisions, and actions for mutual benefit. | Including experience in agreeing on mutually beneficial outcomes. |
| **Customer service support**  Managing and operating customer service or service desk functions. | Applying empathy in interacting with customers of IT services.  Providing service agents with empathetic IT services to support their work. |
| **Business administration**  Managing and performing administrative services and tasks to enable individuals, teams and organisations to succeed in their objectives. |  |
| **Marketing**  Researching, analysing and stimulating potential or existing markets for products and services. |  |
| **Selling**  Finding prospective customers and working with them to identify needs, influence purchase decisions and enhance future business opportunities. |  |
| **Sales support**  Providing advice and support to the sales force, customers and sales partners. |  |