SFIA 9 beta
Behavioural factors / business skills

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# Collaboration

Working effectively with others, sharing resources and efforts to achieve common goals.

## Guidance notes

Collaboration in a professional context involves working effectively and cooperatively with others, sharing information, resources, and efforts to achieve common goals. It ranges from basic team interaction to complex stakeholder engagement, depending on the level of responsibility and the scope of work.

Effective collaboration requires strong communication, emotional intelligence, and the ability to navigate complex interpersonal dynamics. As professionals advance in their careers, their role in collaboration shifts from being a team member to leading and facilitating strategic partnerships and alliances.

### Level 1 - Follow

* Works mostly on their own tasks and interacts with their immediate team only. Develops an awareness how their work supports others.

### Level 2 - Assist

* Aware of the need to collaborate with their team and considers user/customer needs.

### Level 3 - Apply

* Understands and collaborates on the analysis of user/customer needs and represents this in their work.

### Level 4 - Enable

* Facilitates collaboration between stakeholders who share common objectives.
* Engages with and contributes to the work of cross-functional teams to ensure that user/customer needs are being met throughout the deliverable/scope of work.

### Level 5 - Ensure, advise

* Facilitates collaboration between stakeholders who have diverse objectives.
* Ensures collaborative ways of working throughout all stages of work to meet user/customer needs.
* Builds effective relationships across the organisation and with customers, suppliers and partners.

### Level 6 - Initiate, influence

* Leads collaboration with a diverse range of stakeholders across competing objectives within the organisation.
* Builds strong, influential connections with key internal and external contacts at senior management/technical leader level

### Level 7 - Set strategy, inspire, mobilise

* Drives collaboration, engaging with leadership stakeholders ensuring alignment to corporate vision and strategy.
* Builds strong, influential relationships with customers, partners and industry leaders.

# Communication

Exchanging information, ideas, and insights to facilitate understanding and collaboration.

## Guidance notes

At the entry-level, communication skills are primarily needed for effective engagement with immediate colleagues. At intermediate levels, the expectation is to articulate complex ideas effectively to both technical and non-technical audiences. At the highest levels, your communication extends across the organization and even into external sectors like industry and government. In essence, it's about the effectiveness and reach of communication skills.

### Level 1 - Follow

* Communicates with immediate team to understand and deliver on their assigned tasks. Observes, listens, and with encouragement, asks questions to seek information or clarify instructions.

### Level 2 - Assist

* Communicates familiar information with immediate team and stakeholders directly related to their role. Listens to gain understanding and asks relevant questions to clarify or seek further information.

### Level 3 - Apply

* Communicates with team and stakeholders inside and outside the organisation clearly explaining and presenting information. Contributes to a range of work-related conversations and listens to others to gain an understanding and asks probing questions relevant to their role.

### Level 4 - Enable

* Communicates with both technical and non-technical audiences including team and stakeholders inside and outside the organisation. May take the lead in explaining complex concepts to support decision making. Listens and asks insightful questions to identify different perspectives to clarify and confirm understanding.

### Level 5 - Ensure, advise

* Communicates clearly with impact, articulating complex information and ideas to broad audiences with different viewpoints. Leads and encourages conversations to share ideas and build consensus on actions to be taken.

### Level 6 - Initiate, influence

* Communicates with credibility at all levels across the organisation to broad audiences with divergent objectives. Explains complex information and ideas clearly, influencing the strategic direction. Promotes information sharing across the organisation.

### Level 7 - Set strategy, inspire, mobilise

* Communicates to audiences at all levels within own organisation and engages with industry. Presents compelling arguments and ideas authoritatively and convincingly to achieve business objectives.

# Creativity

Generating and applying new ideas to improve processes, solve problems, and drive organisational success.

## Guidance notes

Creativity in the SFIA framework is an attribute that progresses from basic participation in idea generation at lower levels to leading strategic innovation and developing a creative culture at senior levels. This progression highlights the increasing importance and impact of creative thinking in professional growth and organizational success.

Effective creativity in the workplace often requires a supportive environment that encourages risk-taking and values innovative thinking. As professionals progress, their role in creativity evolves from participating in creative processes to leading and inspiring innovation at a strategic level.

### Level 1 - Follow

* Participates in the generation of new ideas and offers basic new suggestions when prompted.

### Level 2 - Assist

* May apply creative thinking and suggest new ways to approach a task.

### Level 3 - Apply

* Applies and contributes to creative thinking techniques, looking for ways to improve their own work and team activities.

### Level 4 - Enable

* Applies, facilitates and develops creative thinking concepts and finds alternative ways to approach team outcomes.

### Level 5 - Ensure, advise

* Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.

### Level 6 - Initiate, influence

* Creatively applies a wide range of new ideas and effective management techniques to achieve results that align with organisational strategy.

### Level 7 - Set strategy, inspire, mobilise

* Champions creativity and innovation in driving strategy development to enable business opportunities.

# Decision making

Using critical thinking to evaluate information, assess risks, and select the best course of action.

## Guidance notes

Decision making in a professional context involves evaluating information, assessing risks and consequences, and choosing a course of action. It ranges from making choices about routine tasks to strategic decisions that affect the entire organisation.

Effective decision making requires analytical skills, critical thinking, and often, a balance between intuition and logic. As professionals advance, the scope and impact of their decisions increase, requiring a broader understanding of the organisational context and strategic vision.

Decision making in the SFIA framework illustrates a progression from seeking guidance and making routine decisions at lower levels to making strategic, high-impact decisions at senior levels. This progression underscores the growing scope of responsibility and the need for a more comprehensive understanding of the organisational and strategic context in decision making.

### Level 1 - Follow

* Uses little discretion in attending to enquiries.
* Is expected to seek guidance in unexpected situations.

### Level 2 - Assist

* Uses limited discretion in resolving issues or enquiries.
* Decides when to seek guidance in unexpected situations.

### Level 3 - Apply

* Uses discretion in identifying and responding to complex issues related to own assignments.
* Determines when issues should be escalated to a higher level.

### Level 4 - Enable

* Uses substantial discretion in identifying and responding to complex issues and assignments related to projects and team objectives.
* Escalates when scope is impacted.

### Level 5 - Ensure, advise

* Makes decisions on actions to achieve organisational outcomes such as meeting targets, deadlines, and budget.
* Raises issues when objectives are at risk.

### Level 6 - Initiate, influence

* Makes decisions to initiate the achievement of agreed strategic objectives including financial performance.
* Escalates when broader strategic direction is impacted.

### Level 7 - Set strategy, inspire, mobilise

* Makes decisions critical to the organisational strategic direction and success.
* Escalates when business executive management input is required through established governance structures.

# Digital mindset

Adapting to and leveraging digital tools and technologies effectively.

## Guidance notes

A digital mindset in a professional context involves understanding and embracing digital technologies, tools, and processes. It's about adapting to the digital era and leveraging technological advancements to enhance work efficiency, innovation, and connectivity.

Embracing a digital mindset requires continuous learning and adaptability, as digital technologies evolve rapidly. It involves not just using digital tools but understanding how they can transform work processes, communication, and business models. As professionals progress in their careers, their role in driving digital innovation and transformation becomes more pronounced.

A digital mindset in the SFIA framework represents a progression from basic use of digital tools at lower levels to leading digital transformation and strategy at senior levels. This evolution reflects the increasing importance of technology in shaping professional roles and organisational strategies in the digital age.

### Level 1 - Follow

* Has basic digital skills to learn and use applications, processes and tools for their role.

### Level 2 - Assist

* Has sufficient digital skills for their role; understands and uses appropriate methods, tools, applications and processes.

### Level 3 - Apply

* Explores and applies relevant digital tools and skills for their role.
* Understands and effectively applies appropriate methods, tools, applications and processes.

### Level 4 - Enable

* Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools.
* Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism.

### Level 5 - Ensure, advise

* Recognises and evaluates the organisational impact of new technologies and digital services.
* Implements new and effective practices. Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives.

### Level 6 - Initiate, influence

* Leads the enhancement of the organisation’s digital capabilities. Identifies and endorses opportunities to adopt new technologies and digital services.
* Leads digital governance and compliance with relevant legislation and the need for products and services.

### Level 7 - Set strategy, inspire, mobilise

* Leads the development of the organisation’s digital culture and the transformational vision.  Advances capability and/or exploitation of technology within one or more organisations through a deep understanding of the industry and the implications of emerging technologies.
* Accountable for assessing how laws and regulations impact organisational objectives and its use of digital, data and technology capabilities.

# Leadership

Guiding and influencing others, aligning actions with strategic objectives to drive positive change and team development.

## Guidance notes

Leadership in a professional context involves guiding and influencing others, developing team capabilities, and aligning actions with strategic objectives. It's not just about managing people; it's about inspiring, strategising, and driving positive changes.

Effective leadership requires a mix of skills, including emotional intelligence, strategic thinking, effective communication, and the ability to motivate and develop others. As professionals progress through SFIA levels, their leadership role evolves from self-management and team leadership to strategic leadership and organisational influence.

Leadership in the SFIA framework represents a progression from developing personal understanding and responsibility to guiding and shaping organisational strategies and policies. This evolution highlights the increasing scope of influence and strategic impact of leadership roles across different levels.

### Level 1 - Follow

* Proactively increases their understanding of their work tasks and responsibilities.

### Level 2 - Assist

* Takes ownership to develop their work experience.

### Level 3 - Apply

* May guide team members.
* Reviews and analyses current working practices to identify improvements.

### Level 4 - Enable

* Leads, supports or guides team members.
* Contributes specialist expertise to the implementation of improvements to working practices.
* Develops solutions for complex work activities related to assignments.
* Demonstrates an awareness of risk.
* Contributes specialist expertise to requirements definition in support of proposals.

### Level 5 - Ensure, advise

* Provides leadership at an operational level.
* Implements and executes policies aligned to strategic plans.
* Analyses requirements and advises on scope and options for continuous improvement.
* Assesses and evaluates risk.
* Takes all requirements into account when considering proposals.

### Level 6 - Initiate, influence

* Provides leadership at an organisational level.
* Contributes to the development and implementation of policy and strategy.
* Understands and communicates industry developments, and the role and impact of technology.
* Manages and mitigates organisational risk.
* Balances the requirements of proposals with the broader needs of the organisation.

### Level 7 - Set strategy, inspire, mobilise

* Leads strategic management.
* Applies the highest level of leadership to the formulation and implementation of strategy.
* Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies.
* Establishes governance to address business risk.
* Ensures proposals align with the strategic direction of the organisation.

# Learning and professional development

Acquiring and applying new knowledge to enhance skills and drive personal and organisational growth

## Guidance notes

This encompasses the ongoing process of enhancing one's skills and knowledge. It's not just about formal education but includes experiential learning, self-directed study, and professional growth activities.

Effective learning and development in the workplace requires a commitment to continuous improvement and adaptability. As professionals advance, their role in learning evolves from personal skill enhancement to fostering an organisational culture of learning and development.

Learning and professional development in the SFIA framework represent a progression from personal skill development and knowledge acquisition at lower levels to leading and inspiring a culture of learning and growth at higher levels. This evolution underscores the importance of continuous learning for professional growth and organisational success.

### Level 1 - Follow

* Applies newly acquired knowledge to develop skills for their role. Contributes to identifying own development opportunities.

### Level 2 - Assist

* Absorbs and applies new information to tasks. Recognises personal skills and knowledge gaps and seeks learning opportunities to address them.

### Level 3 - Appy

* Absorbs and applies new information effectively with the ability to share learnings with colleagues.
* Takes the initiative in identifying and negotiating their own appropriate development opportunities.

### Level 4 - Enable

* Rapidly absorbs and critically assesses new information and applies it effectively.
* Maintains an awareness of emerging practices and their application and takes responsibility for driving own and team members’ development opportunities.

### Level 5 - Ensure, advise

* Uses their skills and knowledge to help establish the standards that others in the organisation will apply.
* Takes the initiative to develop a wider breadth of knowledge across industry and/or business and identify and manage development opportunities in area of responsibility.

### Level 6 - Initiate, influence

* Promotes the application of knowledge to support strategic imperatives.
* Actively develops their strategic and technical leadership skills and leads the development of skills in their area of accountability.

### Level 7 - Set strategy, inspire, mobilise

* Inspires a learning culture to align with business objectives.
* Maintains an understanding and awareness of contemporary and emerging industry landscapes.
* Ensures the organisation develops and mobilises the full range of required skills and capabilities.

# Planning

Taking an organised and systematic approach to arranging tasks and resources to meet objectives.

## Guidance notes

Planning in a professional context involves setting objectives, organising tasks, allocating resources, and determining timelines. It ranges from planning individual tasks to strategising for large projects or organisational goals.

Effective planning requires a mix of analytical skills, foresight, adaptability, and the ability to align tasks with larger goals. As professionals progress through SFIA levels, their role in planning evolves from managing personal tasks to strategising and leading organisational planning.

Planning in the SFIA framework represents a progression from organising individual tasks at lower levels to leading strategic planning and decision-making at senior levels. This evolution highlights the growing scope and impact of planning skills in professional roles and organisational success.

### Level 1 - Follow

* Confirms required steps for individual tasks.

### Level 2 - Assist

* Plans own work within short time horizons in an organised way.

### Level 3 - Apply

* Organises and keeps track of own work (and others where needed) to meet agreed timescales.

### Level 4 - Enable

* Plans, schedules and monitors work to meet given personal and/or team objectives and processes, demonstrating an analytical approach to meet time and quality targets.

### Level 5 - Ensure, advise

* Analyses, designs, plans, establishes milestones, and executes and evaluates work to time, cost and quality targets.

### Level 6 - Initiate, influence

* Initiates and influences strategic objectives and assigns responsibilities.

### Level 7 - Set strategy, inspire, mobilise

* Plans and leads at the highest level of authority over all aspects of a significant area of work.

# Problem solving

Analysing and addressing challenges, applying logical methods to develop and implement effective solutions.

## Guidance notes

Problem solving in a professional context involves the ability to recognise issues, understand their intricacies, analyse potential solutions, and implement effective resolutions. It's a critical skill across all levels of work, with complexity and independence increasing with seniority.

### Level 1 - Follow

* Works towards understanding the issue and seeks assistance in resolving unexpected problems.

### Level 2 - Assist

* Investigates and resolves routine issues.

### Level 3 - Apply

* Applies a methodical approach to investigate and evaluate options to resolve routine and moderately complex issues.

### Level 4 - Enable

* Investigates the cause and impact, evaluates options and resolves a broad range of complex issues.

### Level 5 - Ensure, advise

* Investigates complex issues to identify the root causes and impacts, assesses a range of solutions, and makes informed decisions on the best course of action; often in collaboration with other experts.

### Level 6 - Initiate, influence

* Anticipates and leads in addressing problems and opportunities that may impact organisational objectives, establishing a strategic approach and allocating resources.

### Level 7 - Set strategy, inspire, mobilise

* Manages inter-relationships between impacted parties and strategic imperatives, recognising the broader business context and drawing accurate conclusions when resolving problems.

# Adaptability and resilience

Embracing and driving change across personal, team, and organisational levels to effectively navigate and thrive in dynamic environments.

## Guidance notes

Initially, it’s about being open to change and learning new ways of working. As people progress in their careers, they move from just adapting themselves to helping others adapt, leading teams through changes, and eventually shaping the whole organisation to be more adaptable and resilient. It is not only about handling change personally but also to encouraging a culture where everyone is ready to adjust and bounce back from challenges.

### Level 1 - Follow

* Accepts change and is open to new ways of working.

### Level 2 - Assist

* Adjusts to different team dynamics and work requirements. Participates in team adaptation processes.

### Level 3 - Apply

* Adapts and is responsive to change and shows initiative in adopting new methods or technologies.

### Level 4 - Enable

* Enables others to adapt and change in response to challenges and changes in the work environment.

### Level 5 - Ensure, advise

* Leads adaptations to changing business environments. Guides teams through transitions, maintaining focus on organisational objectives.

### Level 6 - Initiate, influence

* Drives organisational adaptability by initiating and leading significant changes. Influences change management strategies at an organisational level.

### Level 7 - Set strategy, inspire, mobilise

* Champions organisational agility and resilience. Embeds adaptability into organisational culture and strategic planning.

# Security, privacy and ethics

Ensuring the protection of sensitive information, uphold privacy of data and individuals, and promotes ethical conduct within and outside the organisation.

## Guidance notes

These principles ensure the protection of sensitive information, uphold privacy of data and individuals, and promotes ethical conduct within and outside the organisation.

The SFIA levels provide a progression where professionals begin by understanding and adhering to these foundational principles. As they advance, their focus shifts towards implementing, influencing, and ultimately leading the adoption of practices that reinforce security, privacy, and ethical standards across their organisation. This progression underlines the increasing responsibility professionals bear in sustaining an organisational culture that prioritises security, privacy and ethics.

### Level 1 - Follow

* Develops an awareness of the rules and expectations of their role and the organisation.

### Level 2 - Assist

* Has a good understanding of their role and the organisation’s rules and expectations.

### Level 3 - Apply

* Applies appropriate professionalism and working practices and knowledge to work.

### Level 4 - Enable

* Applies and adapts applicable standards and recognises their importance in achieving team outcomes.

### Level 5 - Ensure, advise

* Proactively contributes to the implementation of professional working practices and culture.

### Level 6 - Initiate, influence

* Takes a leading role in promoting and ensuring appropriate culture and working practices, including the provision of equal access and opportunity to people with diverse abilities.

### Level 7 - Set strategy, inspire, mobilise

* Provides clear direction and strategic leadership for the implementation of compliance and organisational culture and working practices, and actively promotes diversity and inclusivity.