
SFIA 9 Launch Event: AU & NZ

30 October 2024

10:30am AEDT / 12:30pm NZ

ONLINE

IN PERSON



Lisa Syrek MACS CP



ACS Workforce Development Manager
SFIA Accredited Consultant
Australian Based



House-keeping (In-person)



WiFi: ACS Guest



The toilets are behind the lift

Assembly point @Alinga Street

Housekeeping (virtual)



- To avoid any **distractions/noise** during the presentation, your camera and audio are muted by us
- If you have questions, please **type your questions on the chat** and we will try our best to answer them at the Q & A session

For those who join the webinar on your phone or iPad

- ❖ you might be able to **choose** to see the **presentation content** or the **speaker screen**, but you might not be able to see both

Siobhan O'Sullivan MACS Snr CP



ACS Chief Operating Officer
Australian Based



Welcome to Country

We acknowledge the Ngunnawal & Ngambri people as traditional custodians of the land we are meeting on and recognise any other people or families with a connection to the lands of the ACT and region.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

We would also like to acknowledge and welcome other Aboriginal and Torres Strait Islander people who may be attending today's event.

Chris Fechner



Australian Government
Chief Executive Officer – DTA
Head of the Digital Profession
SFIA Foundation Board Member



Australian Government
Digital Transformation Agency

The Hon Patrick Gorman MP



Assistant Minister to the Prime Minister
Assistant Minister for the Public Service
Assistant Minister to the Attorney-General
Australian Labor Party
House of Representatives



Anne-Marie Cavanagh



Deputy Government Chief Digital Officer
Deputy Chief Executive
Digital Public Service Branch,
Department of Internal Affairs,
New Zealand Public Service
New Zealand based



**Te Kāwanatanga
o Aotearoa**
New Zealand Government

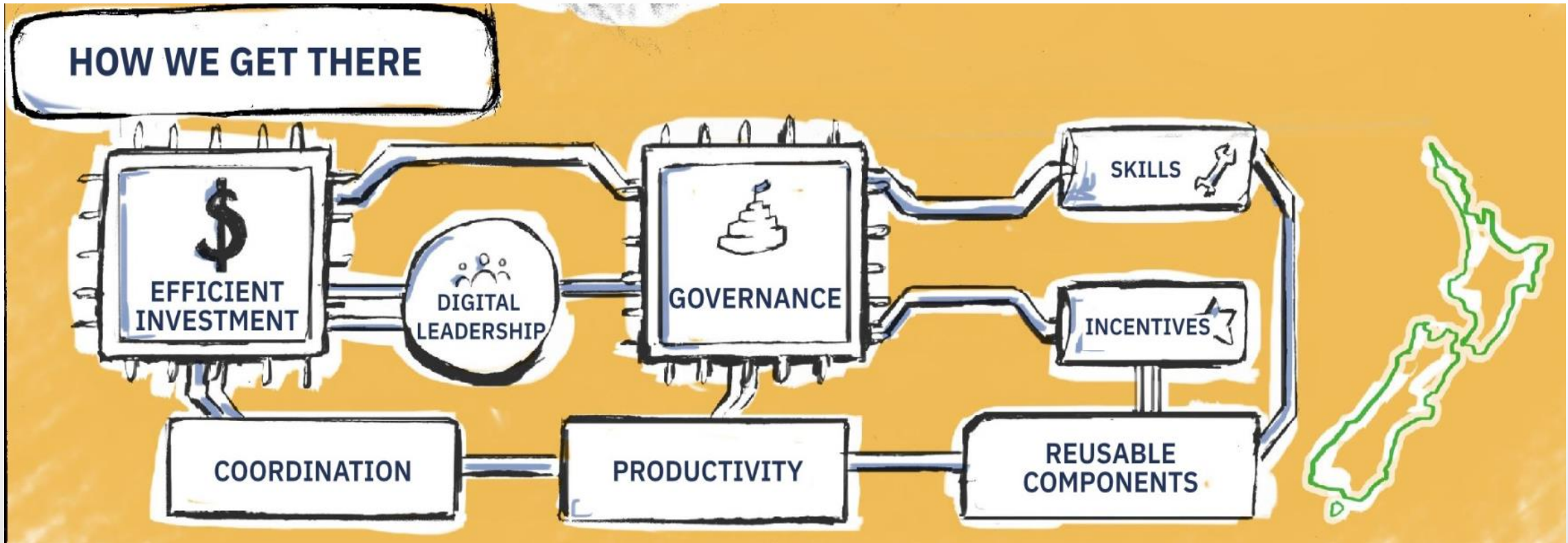
The New Zealand Public Service context

Digitising Government portfolio priorities

- Delivering an improved and more unified customer service experience for digital government services
- Service Modernisation:
 - A world class customer experience and productivity gains for New Zealanders
 - A productive, efficient and modern public service
 - Maintain trust and confidence in government/services



- Our Minister, the Hon Judith Collins, is focused on a ‘step-change’ to digitising government services.
- The focus of this step change is to improve customer service and increase productivity across Government through digital initiatives.
- We are working on a Roadmap to accelerate digitising government services, along with an action-based work programme, and a digital investment plan to enable delivery.



How SFIA helps the New Zealand Public Service digital workforce



SFIA supports Public Service agencies to attract, recruit, and retain and promote their digital talent



The common language SFIA supports underpins agencies' ability to identify the best ways to build our Public Service digital skills



Wider use of SFIA will help us target learning, training and career development within agencies and at the system level.



New Zealand has wide support for SFIA across the technology and public sector and the New Zealand Digital Public Service sees SFIA as a key enabler



SFIA will help us to better utilise our digital resources, target our training spend, define our roles more consistently and make recruitment simpler



Like any tool, SFIA is made to be used: Our goal is to fully utilise SFIA in New Zealand's public service

Daniel Merriott



Managing Director

SFIA Global Design Authority Member

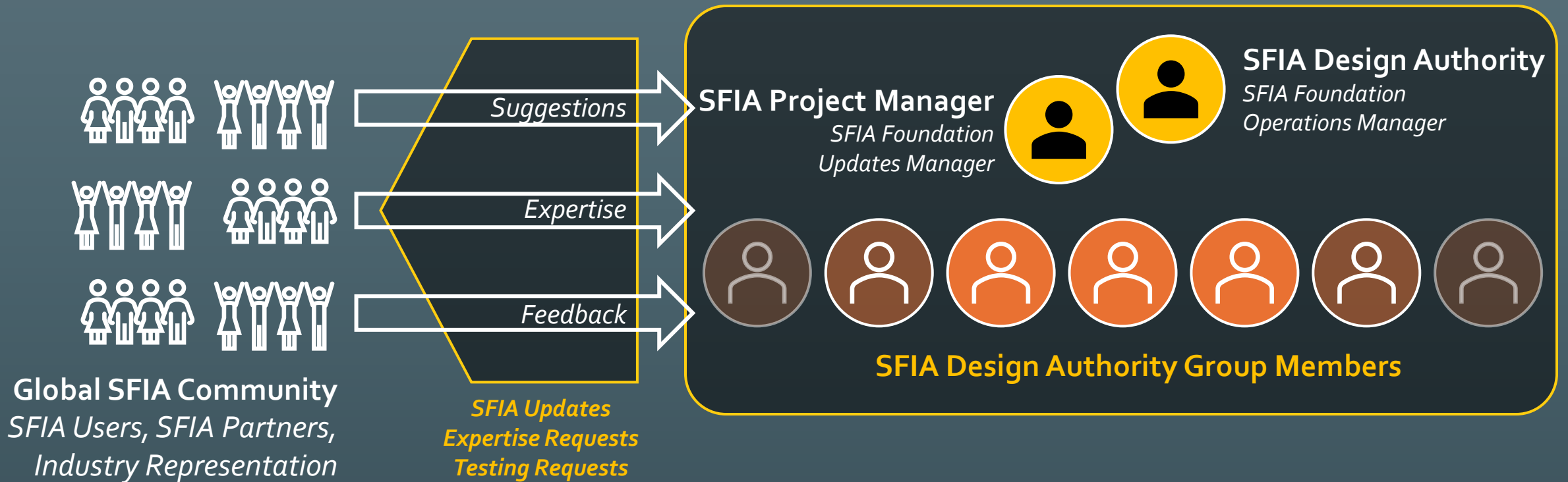
SFIA Council Member

New Zealand Based

Trans -Tasman and global SFIA experience



SFIA Design Authority Group



<https://sfia-online.org/en/sfia-g/change-requests>

Evolution of SFIA

Making sense of the changes



If you are already using SFIA

What is **not** changing?

- *Core principals unchanged*
- *Same structure: skills and 7 levels*
- *Levels described by generic attributes*
- *Use the skills relevant to your organisation*
- *No skills are retiring*

Lots of **good reasons** to look at SFIA 9

- *Updated and new skills*
- *Behaviour factors and business skills*

Don't need to move immediately

- *Evaluate the best time for your organisation*
- *Previous versions remain available*

Evolution of SFIA

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If you are new to SFIA

Broad range of **digital professional skills**

- *Data, analytics, AI, user experience, ...*
- *IT, information & records management, ...*
- *Cybersecurity, risk management, ...*
- *Governance, ethics, finance, strategy, ...*
- *Products, projects, change, ...*
- *Marketing, sales, stakeholder management, ...*

Vendor neutral definitions of getting work done

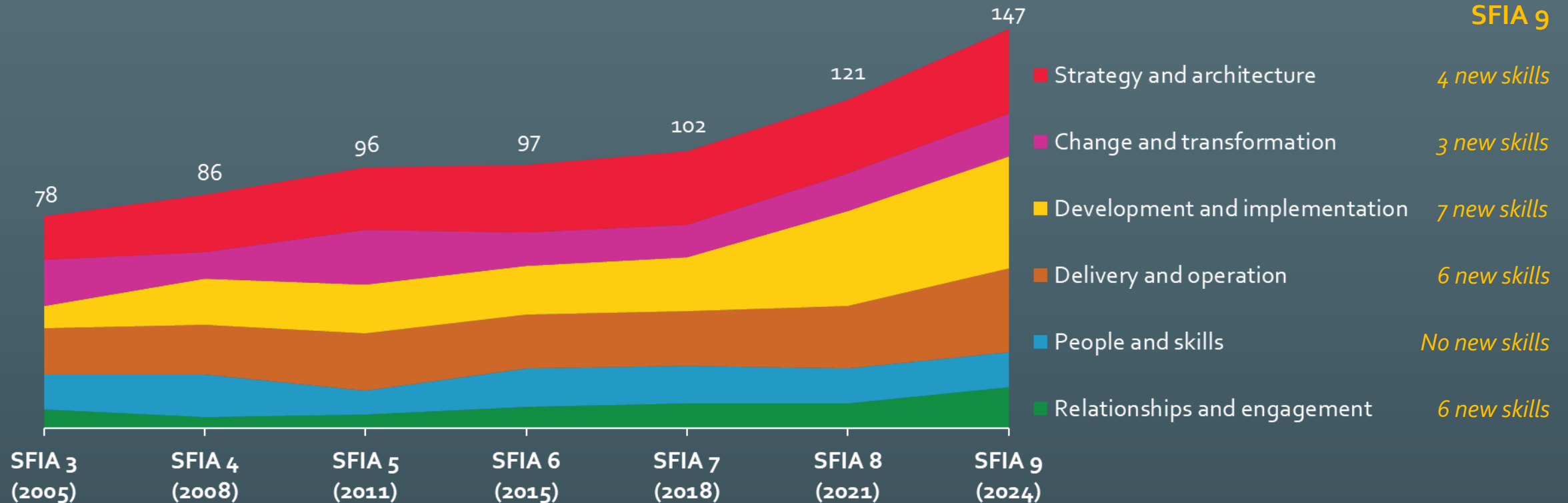
Ready to use **behavioural factors**

Industry **standard global framework**

- *Industry and professional bodies aligned*
- *Used in almost every country*

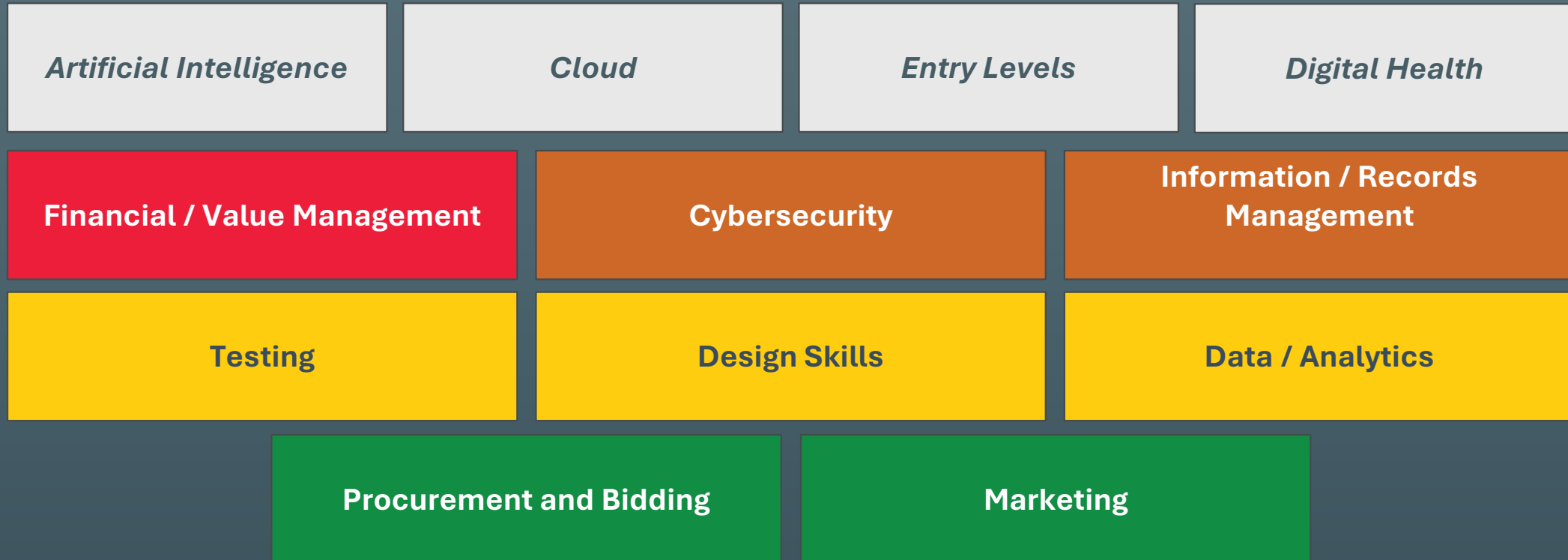
Evolution of SFIA

SFIA skills in each version (by category)



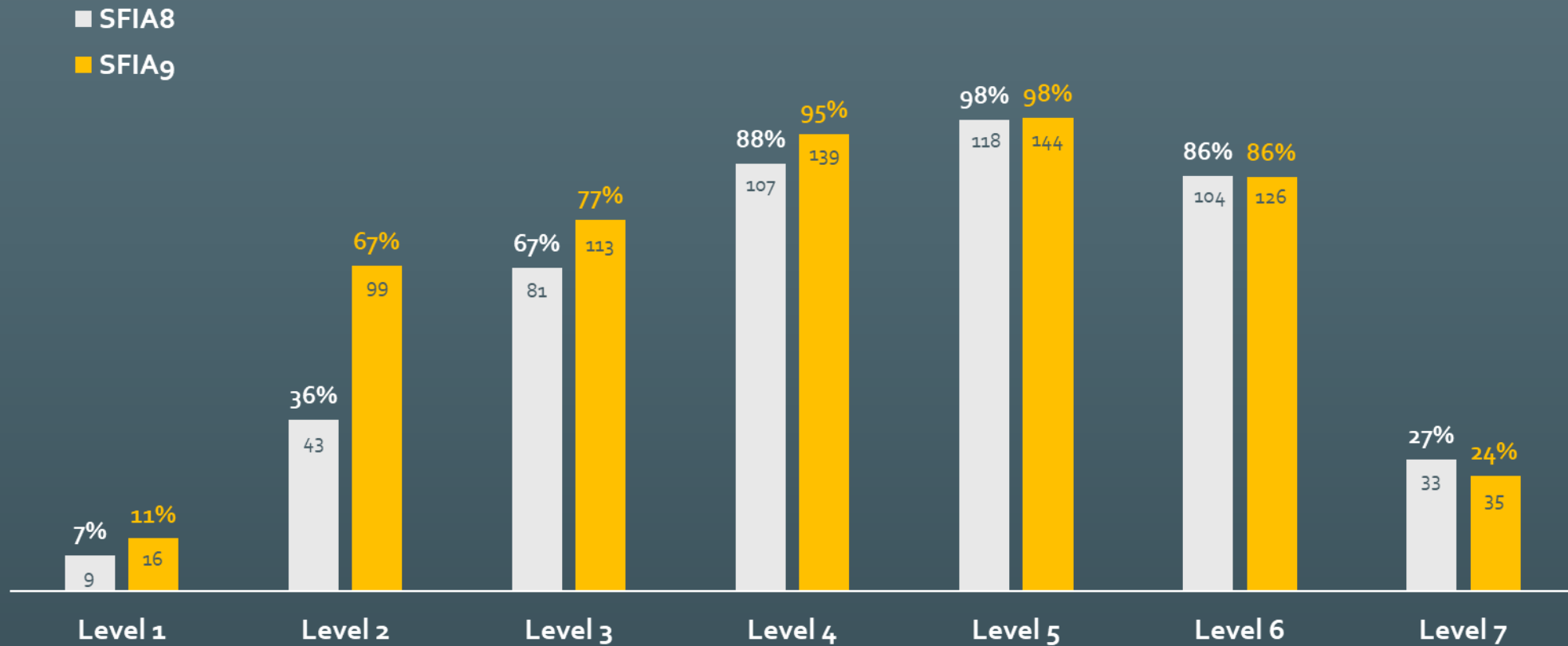
Themes for SFIA 9

SFIA Skill Changes



SFIA Skills at Each Level

Comparing the % of SFIA skills at each level



Themes for SFIA 9

SFIA Skill Changes

Financial and Value Management

New

Budgeting and forecasting

Developing and managing financial budgets and forecasts to enable effective decision-making and resource allocation.

Financial analysis

Conducting in-depth analysis of financial data to derive insights and support decision-making.

Cost management

Planning, controlling and analysing costs to enable the effective use of financial resources.

Existing

Financial management

Investment appraisal

Benefits management

Demand management

Measurement

Themes for SFIA 9

SFIA Skill Changes

Cybersecurity

New

Identity & access mgmt

Manages identity verification and access permissions within organisational systems and environments.

Cybercrime investigation

Investigates cybercrimes, collects evidence, determines incident impacts and collaborates with legal teams to protect digital assets.

Offensive cyber operations

Plans, executes and manages offensive cybersecurity operations, including target selection, electronic target folders and post-operation analysis.

Existing

Security operations

Vulnerability assessment

Digital forensics

Penetration testing

Information security

Information assurance

Vulnerability research

Threat intelligence

Themes for SFIA 9

SFIA Skill Changes

Information and Records Management

New

Records management

Planning, implementing and managing the full lifecycle of organisational records.

Analytical classification and coding

Interpreting information and assigning classifications or labels based on domain-specific knowledge, standards and guidelines to enable data analysis and use.

Existing

Knowledge management

Information management

Information and data compliance

Information assurance

Information security

Themes for SFIA 9

SFIA Skill Changes

Testing

New

Non-functional testing

Assessing systems and services to evaluate performance, security, scalability and other non-functional qualities against requirements or expected standards.

Process testing

Assessing documented and undocumented process flows within a product, system or service against business needs through investigation and testing.

Existing

Functional testing

Penetration testing

User acceptance testing

User experience evaluation

Delivery management

Themes for SFIA 9

SFIA Skill Changes

Design Skills

New

Infrastructure design

Designing technology infrastructure to meet business requirements, ensuring scalability, reliability, security and alignment with strategic objectives.

Existing

Systems design

Solution architecture

Software design

Data modelling and design

Database design

Hardware design

Network design

Themes for SFIA 9

SFIA Skill Changes

Design Skills

New

Graphic design

Creating and applying visual concepts to communicate ideas, enhance aesthetics and improve user experience across digital and print media.

Customer experience

Ensuring the delivery of high-quality interactions and experiences that meet customer expectations across all touchpoints and channels.

Accessibility and inclusion

Driving accessibility and inclusion in services and products.

Existing

User experience design

User experience analysis

User research

User experience evaluation

Content design and authoring

Themes for SFIA 9

SFIA Skill Changes

Data and Analytics

New

**Data
analytics**

Enabling data-driven decision making by extracting, analysing and communicating insights from structured and unstructured data.

AI and data ethics

Implementing and promoting ethical practices in the design, development, deployment and use of AI and data technologies.

Existing

Data
management

Data modelling and
design

Data
science

Data
engineering

Data
visualisation

Information and data
compliance

Scientific modelling

Numerical analysis

Machine
learning

Business intelligence

Themes for SFIA 9

SFIA Skill Changes

Procurement and Bid Management

New

Bid/proposal management

Managing preparation and submission of bids and proposals for contracts, grants, projects, or services.

Financial analysis

Conducting in-depth analysis of financial data to derive insights and support decision-making.

Existing

Selling

Sales support

Investment appraisal

Themes for SFIA 9

SFIA Skill Changes

Marketing

New

Market research

Gathering, analysing and interpreting data about markets, customers and competitors to inform business decisions and strategies.

Brand management

Managing brand strategy to establish and enhance brand identity and value aligned with organisational goals.

Marketing campaign management

Executing, monitoring and optimising marketing campaigns across various channels to engage target audiences and achieve desired outcomes.

Customer engagement and loyalty

Developing and executing strategies to attract, engage and retain customers through targeted communications and loyalty initiatives.

Digital marketing

Planning and executing activities to promote products, services and brands through digital channels and technologies.

Existing

Marketing management

Updated Levels of Responsibility

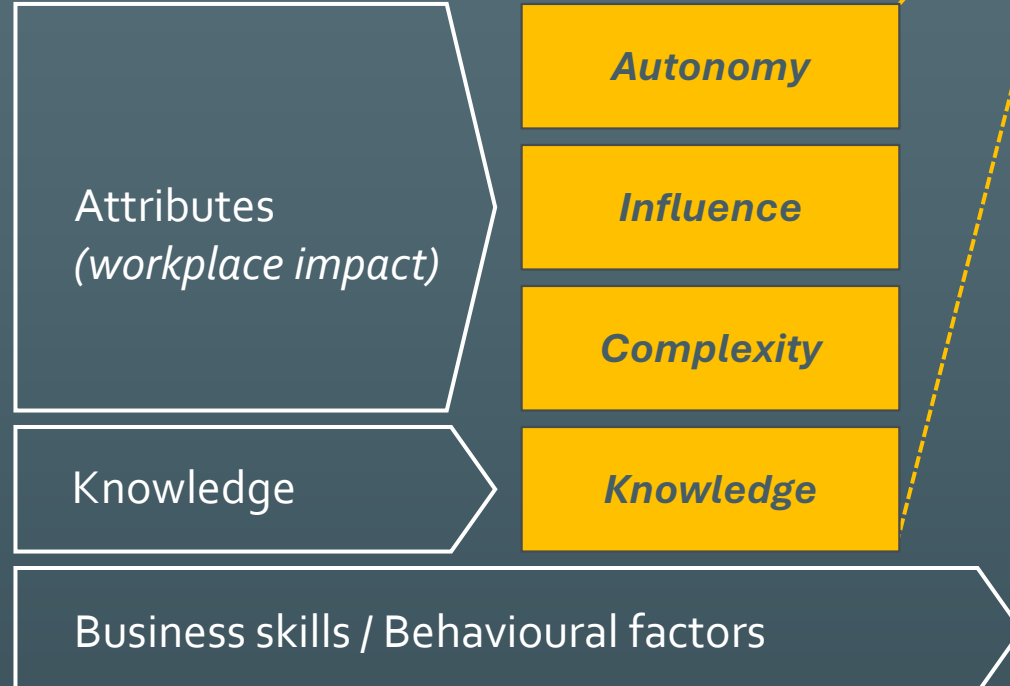
Generic Attributes

Essence of the level

SFIA 8

Autonomy
Influence
Complexity
Knowledge
Business skills

SFIA 9



Abbreviated content from:

Autonomy | Influence | Complexity | Knowledge

Business skills / Behavioural factors

Collaboration	Communication
Improvement mindset	Creativity
Decision-making	Digital mindset
Leadership	Learning and development
Planning	Problem-solving
Adaptability	Security, privacy and ethics

Phil Lovell and Penny Coulter will tell you more about this, up next

Also see their deep dive on this topic on Thursday *Levels of Responsibility and Behavioural Factors in SFIA version 9*

More Information...

SFIA Foundation Website

<https://sfia-online.org/en/sfia-9>

Australia / New Zealand SFIA 9 Launch Resources

<https://sfia-online.org/en/sfia-9/sfia-9-launch/australia-and-new-zealand-sfia-week/resources>

Phil Lovell and Penny Coulter



SFIA Global Design
Authority Member
SFIA Council
Member
SFIA Accredited
Consultant
Australian Based



SFIA Global Design
Authority Member
SFIA Council
Member
SFIA Accredited
Consultant
Australian Based



Version 9 Levels of Responsibility

Focus on Behavioural Factors

- The Journey to Version 9
- Design Goals for Version 9
- SFIA v9 Levels of Responsibility, Generic Attributes, Behavioural Factors
- SFIA v9 Resources – Useful Web Links

The Journey

Behavioural Factors within Levels of Responsibility

Behavioural statements have always been present but not so visible.

Behavioural Factors in Version 8

- Existing behavioural statements were labelled
- Individually referenced in the Behavioural Factor Glossary (PDF)

Community Feedback on Version 8

- Overall, very positive feedback, the Glossary was frequently downloaded
- Some confusion about Behavioural Factors being across multiple Generic Attributes
- Behavioural Factors not spanning all Levels
- Professional Skills – introduction of Short description and Guidance Notes were very well received

Preparing for Version 9

Design Goals

- Making SFIA easier to consume (readability, simplicity and clarity)
- A Behavioural Factors across all 7 Levels
- A Behavioural Factor to reside in 1 Generic Attribute only
- Refresh Generic Attributes
- Maximise SFIA Foundation website

Making SFIA easier to consume

Simplicity – Placement of Behavioural Factors

Version 8 – Behavioural Factors distributed across 1 or more Generic Attributes (from Glossary)

Generic Attributes		1	2	3	4	5	6	7
Autonomy	Context							
	Delegation							
	Decision making							
	Planning							
Influence	Influence							
	Decision making							
	Delegation							
	Collaboration							
Complexity	Leadership							
	Execution performance							
	Problem solving							
	Creativity							
	Attribute							
Business Skills	Communication							
	Leadership							
	Execution performance							
	Creativity							
	Planning							
Learning and professional development	Security, privacy and ethics							
	Attribute							
Knowledge	Learning and professional development							
	Attribute							

Version 9 – Behavioural Factors located in Business skills

Generic Attributes	1	2	3	4	5	6	7
Autonomy							
Influence							
Complexity							
Business Skills / Behavior Factors							
Adaptability							
Collaboration							
Communication							
Creativity							
Decision making							
Digital mindset							
Improvement mindset							
Leadership							
Learning and development							
Planning							
Problem solving							
Security, privacy and ethics							
Knowledge							

Version 9 – For example, Decision making moves from Autonomy and Influence to Business skills

SFIA 9 Generic Attributes Refresh ...

Generic Attributes
Directory
(New)

Replaces the SFIA 8 Business Skills and Behavioural Factors Glossary Document

- See them all together
- Access each easily

Directory to help find the attribute/factor you are looking for

SFIA 9 generic attributes - directory

The generic attributes of autonomy, influence, and complexity, along with the knowledge required and business skills/behavioural factors, collectively define the level of responsibility, detailing both the behaviours necessary for effectiveness and the specific knowledge needed at each level of responsibility.

Looking for something else?

- [SFIA 9 skills directory A-Z to search for or browse the skills in SFIA 9.](#)

Title	Description	Short code
Autonomy	The level of independence, discretion and accountability for results in your role.	AUTO
Influence	The reach and impact of your decisions and actions, both within and outside the organisation.	INFL
Complexity	The range and intricacy of tasks and responsibilities that come with your role.	COMP
Knowledge	The depth and breadth of understanding required to perform and influence work effectively.	KNGE
Collaboration	Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.	COLL
Communication	Exchanging information, ideas and insights clearly to enable mutual understanding and cooperation.	COMM
Improvement mindset	Continuously identifying opportunities to refine work practices, processes, products, or services for greater efficiency and impact.	IMPM
Creativity	Generating and applying innovative ideas to enhance processes, solve problems and drive organisational success.	CRTY
Decision-making	Applying critical thinking to evaluate options, assess risks and select the most appropriate course of action.	DECM
Digital mindset	Embracing and effectively using digital tools and technologies to enhance performance and productivity.	DIGI
Leadership	Guiding and influencing individuals or teams to align actions with strategic goals and drive positive outcomes.	LEAD
Learning and development	Continuously acquiring new knowledge and skills to enhance personal and organisational performance.	LADV
Planning	Taking a systematic approach to organising tasks, resources and timelines to meet defined goals.	PLAN
Problem-solving	Analysing challenges, applying logical methods and developing effective solutions to overcome obstacles.	PROB
Adaptability	Adjusting to change and persisting through challenges at personal, team and organisational levels.	ADAP
Security, privacy and ethics	Ensuring the protection of sensitive information, upholding privacy of data and individuals, and demonstrating ethical conduct within and outside the organisation.	SCPE

Making SFIA easier to consume

Clarity – Definition, Guidance notes & Short code

Guidance
(New)

Autonomy AUTO

The level of independence, discretion and accountability for results in your role.

SFIA 9 is in development

- SFIA 9 planned for publication October 2024
- This is subject to change before publication.

Guidance notes

Autonomy in SFIA represents a progression from following instructions to setting organisational strategy. It involves:

- working under varying levels of direction and supervision
- making independent decisions in line with responsibility
- taking accountability for actions and their outcomes
- delegating tasks and responsibilities appropriately
- setting personal, team, or organisational goals.

Effective autonomy encompasses decision-making skills, self-management and the ability to balance independence with organisational goals. Autonomy is closely linked with skills such as **decision-making, leadership, and planning.**

As professionals advance, their level of autonomy increasingly shapes their ability to drive change, innovate and contribute to organisational success. As professionals advance, their autonomy enables them to lead initiatives and drive strategic outcomes.

At higher levels, individuals shape their role and make decisions that have a wider organisational impact, with minimal supervision.

Communication COMM

Beta

Exchanging information, ideas and insights clearly to enable mutual understanding and cooperation.

SFIA 9 is in development

- SFIA 9 planned for publication October 2024
- This is subject to change before publication.

Guidance notes

Communication in SFIA represents a progression from basic team interaction to complex, organisation-wide influence and external engagement. It involves:

- communicating within immediate teams
- exchanging information and ideas clearly
- verbal and written skills, active listening, and the ability to use communication tools and platforms appropriately
- adapting communication style to diverse audiences, both technical and non-technical
- articulating complex concepts in a way that enables informed decision-making
- influencing strategy through effective dialogue with senior stakeholders.

As professionals advance, their communication skills evolve from simple information sharing within teams to influencing decisions at the highest levels of an organisation. This progression involves adapting communication to different audiences, including senior stakeholders and external partners, and shaping strategic outcomes through effective dialogue. At higher levels, professionals take on the responsibility of using communication to drive organisational direction and engage with industry leaders to achieve business objectives.

Making SFIA easier to consume

Clarity – Level Essence Statements

Introduced the Level Essence Statements – BUT the Levels of Responsibility themselves are unchanged!:

- Short text description of the meaning of Autonomy, Influence and Complexity for each level
- Provide an easily, readable description of the SFIA Level
- Bridge the gap between the SFIA Level Name (Follow, Assist ...) and the full text of the Generic Attributes

Increasing responsibility, accountability and impact							
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
	Follow	Assist	Apply	Enable	Ensure, advise	Initiate, influence	Set strategy, inspire, mobilise
Essence of the level	Performs routine tasks under close supervision, follows instructions, and requires guidance to complete their work. Learns and applies basic skills and knowledge.	Provides assistance to others, works under routine supervision, and uses their discretion to address routine problems. Actively learns through training and on-the-job experiences.	Performs varied tasks, sometimes complex and non-routine, using standard methods and procedures. Works under general direction, exercises discretion, and manages own work within deadlines. Proactively enhances skills and impact in the workplace.	Performs diverse complex activities, supports and guides others, delegates tasks when appropriate, works autonomously under general direction, and contributes expertise to deliver team objectives.	Provides authoritative guidance in their field and works under broad direction. Accountable for delivering significant work outcomes, from analysis through execution to evaluation.	Has significant organisational influence, makes high-level decisions, shapes policies, demonstrates leadership, promotes organisational collaboration, and accepts accountability in key areas.	Operates at the highest organisational level, determines overall organisational vision and strategy, and assumes accountability for overall success.

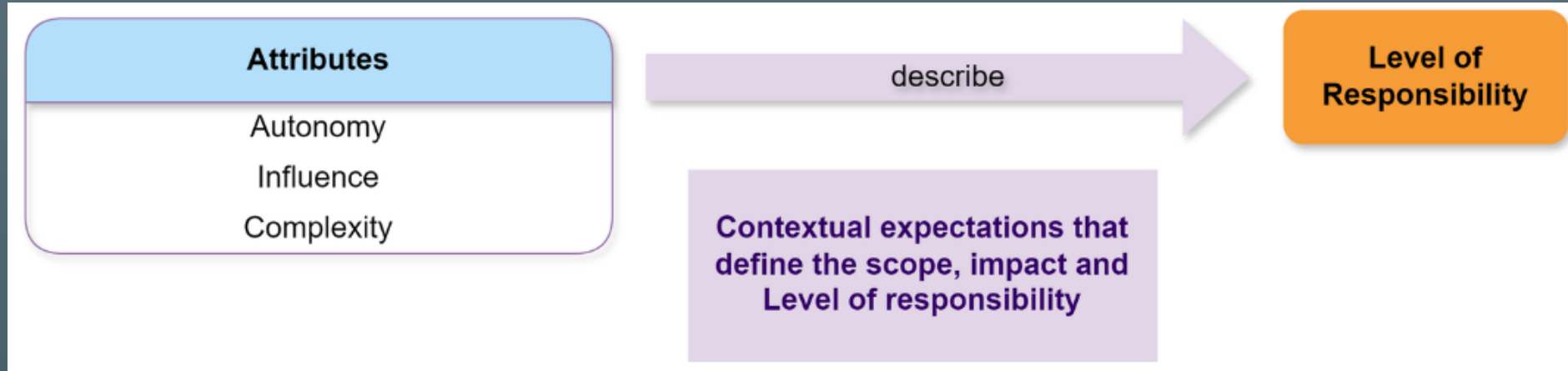
SFIA's Level Names Unchanged

Essence (New)

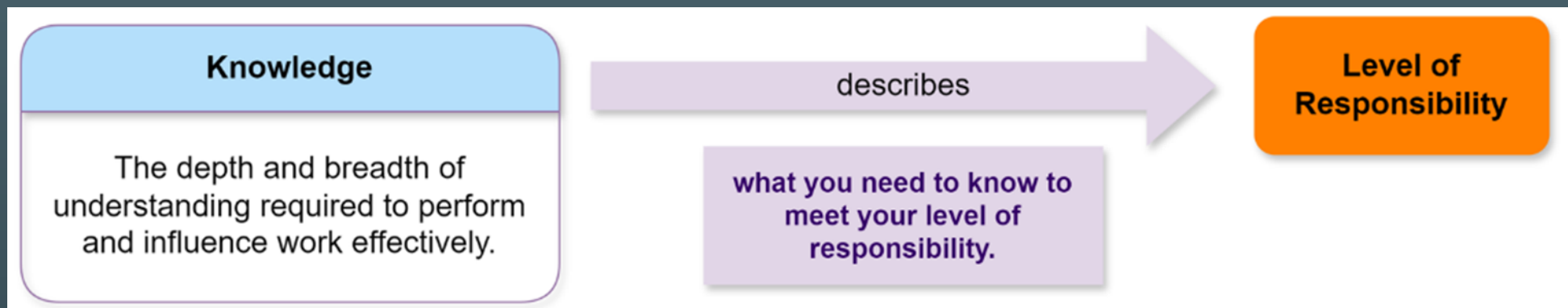
Making SFIA easier to consume

Clarity - Generic attribute refresh

Together provide a comprehensive picture of an individual's level of responsibility.

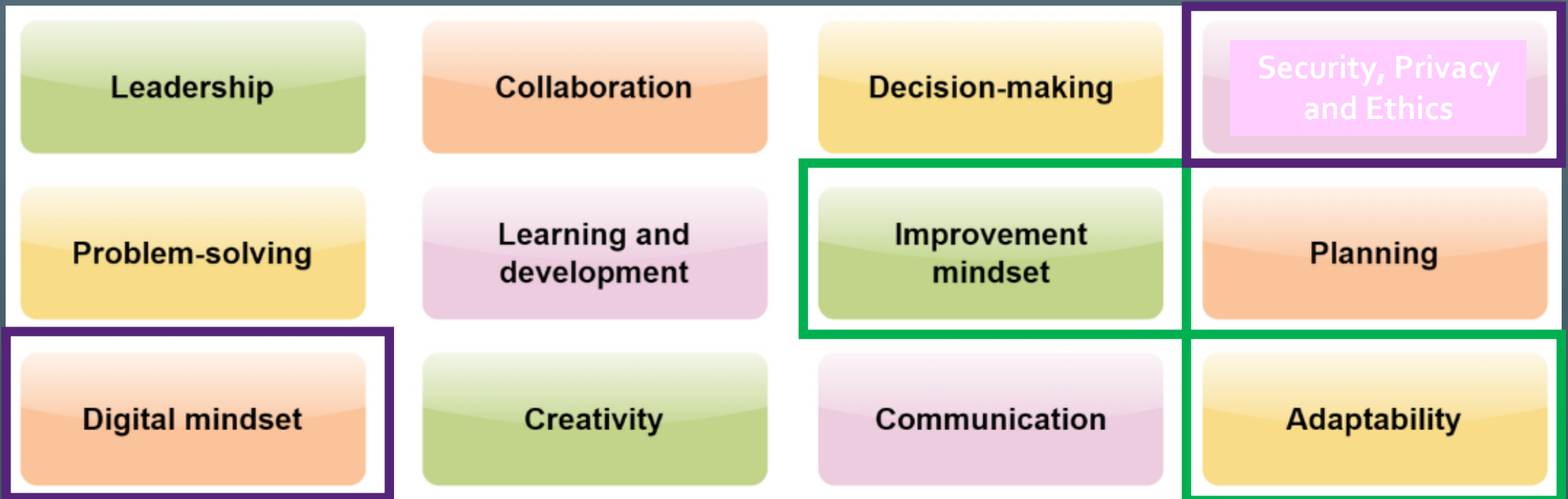


Knowledge related to a level responsibility



Making SFIA easier to consume

Clarity - Business Skills / Behavioural Factors



Renamed

From v8 Execution
Performance

Moved

V8 Delegation to
v9 Autonomy

New Behaviour

Readability Simplicity and Clarity

Other examples

Readability

- Glossary to Webpage
- Language review – intent typically remains the same

Simplicity

- “Breakout” Execution Performance to Digital mindset and Security, privacy and ethics.
- Behavioural Factor Names: Learning and Professional Development to Learning and Development

Clarity

- Communication now describes observable communication behaviours that would be considered “Effective” at a level of responsibility.

Generic attributes, business skills and behavioural factors	
* Autonomy	
* Influence	
* Complexity	
* Knowledge	
* Collaboration	
* Communication	
* Improvement mindset	
* Creativity	
* Decision-making	
* Digital mindset	
* Leadership	
* Learning and development	
* Planning	
* Problem-solving	
* Adaptability	
* Security, privacy and ethics	

Making SFIA easier to consume

Success in technology-related roles requires not only technical proficiency but also the ability to navigate complex business environments and inspire others towards shared goals.



Levels of Responsibility with Generic Attributes

SFIA Website Resources



<https://sfia-online.org/en/sfia-9/sfia-9-release-notes/sfia-9-launch-quick-links>

https://bit.ly/sfia9_quick



SFIA 9
Today

- About SFIA
- How SFIA Works
- SFIA 9 Home Page
- [SFIA 9 Documentation](#)
- Change Tracker
- [SFIA 9 Release Notes](#)
- Revision notes on each SFIA 9 skill
- Moving to SFIA 9 on each SFIA 8 skill
- [SFIA 9 Levels of Responsibility](#)
- [SFIA 9 Generic Attributes Directory](#)
- [SFIA 9 Skills Directory A-Z](#)
- SFIA 9 Beta Translations Releases

Useful links page

Updating
to
SFIA 9

SFIA Support Assets – status***

- SFIA Views
- [SFIA – a framework for cyber security skills](#)
- [SFIA – a framework for cloud computing skills](#)
- SFIA – a framework for AI skills (*BETA*)
- Other Views to be refreshed
- Mappings and sample role profiles
- Illustrative skills profiles (*currently SFIA 8*)
- SFIA – Levelled NICE Work Roles
- NICE Career Path and Role Illustrations
- SFIA Assessment Guidance
- Visual guide to self-assessment

*** support assets updated in priority order

Please join us for a more detailed presentation on SFIA's Behavioural Factors 1pm AEST tomorrow, 31 October.



David Masters



Head of Global Public Policy
Independent Director of the Future Skills
Organisation (the Jobs and Skills Council for
finance, technology and business)



The importance of skills-based frameworks across the economy

Tertiary Education and Training Harmonisation

- **There is a need for a common national organising framework** for skills for education and training.
- **There already exists creditable and in-use skills frameworks**, which would allow for the same skill in HE and VET to be harmonized.
- **Potential for a flow on to assessments and funding harmonisation.**
- **Skills mismatch is a key challenge** which could be overcome by a national common skills language.
- **The National Skills Taxonomy and National Skills Passport** may only seem viable if underpinned by an organising framework for skills.

Testing a new approach to qualification design for digital capability

- **Consideration of frameworks** (e.g. Australian Digital Framework (ADCF), SFIA) for entry-level proficiency.
- **Development of training products** that create cross sector digital knowledge and skills (**Co-designed with industry and training providers**)
- **Transferrable skills** to enable application of knowledge and skills in different contexts.
- **Alignment of training** with job outcomes is vital.
- **Responding to rapid change** is an ongoing challenge.
- **Generic training products** contextualised for industry needs.
- **Opportunity to test the benefits and limitations** of new training products with stakeholders.

Digital Knowledge Exchange (DKX)

- **Amplify learnings from States and Territories (S+Ts)** to support the growth of the national digital workforce including seeking a common language and understanding on skills.
- **Identify, track, and map S+Ts** strategies and Skills Compact initiatives and outcomes.
- **Share knowledge and promote** good practice
- **Promote collaboration** between across S+Ts where shared priorities are identified.
- **Co-design and co-delivery** of projects and activities to meet S+T and national needs.
- **Work together** to develop practical initiatives to address digital skills gaps at scale.

Anthony Beitz



Program Leader Scientific Computing
Department of Defence
Australian Based





Australian Government
Defence

How SFIA helps to attract, develop, transform and retain a high-performing workforce

Anthony Beitz

Program Leader Scientific Computing

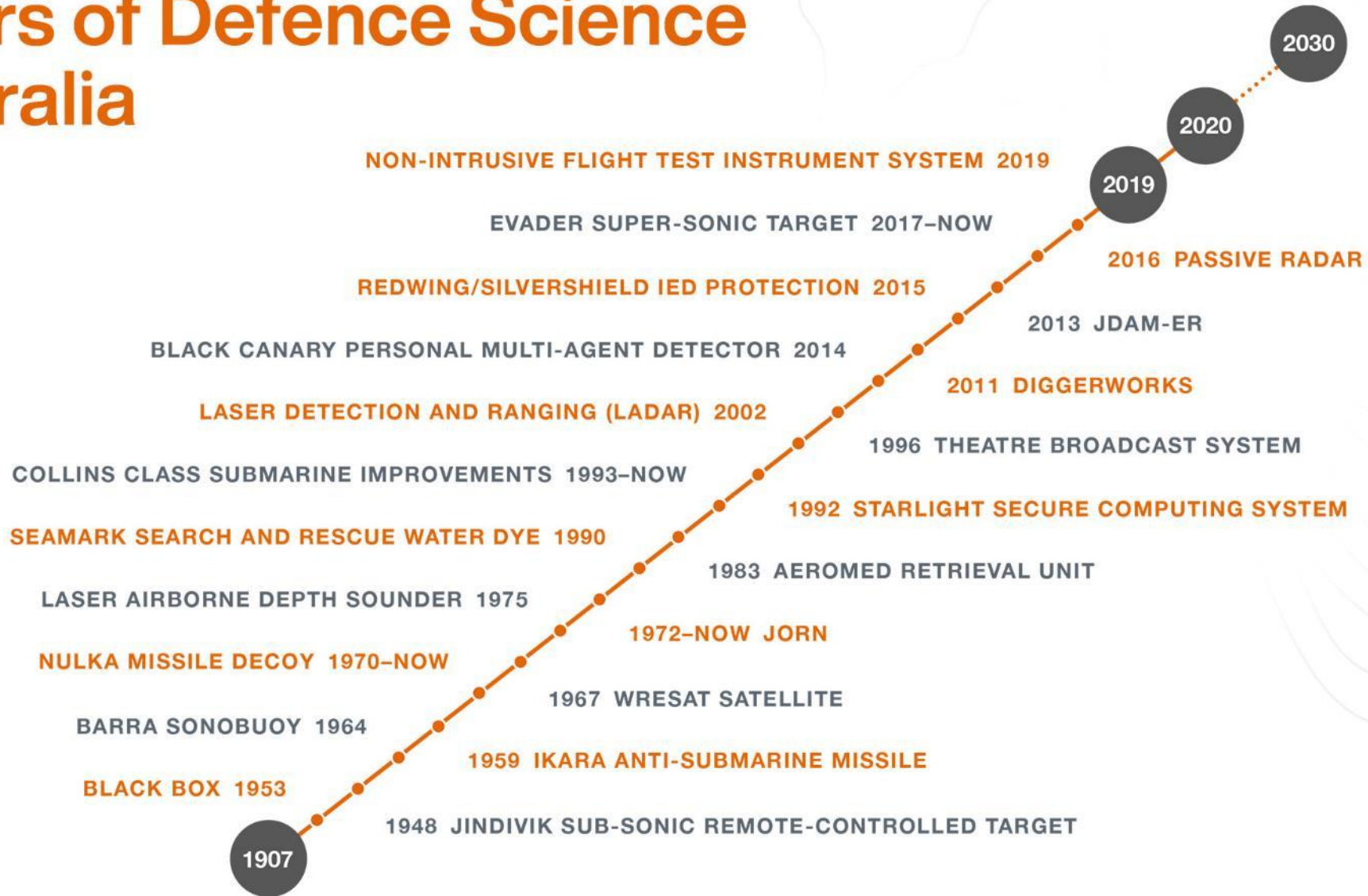


Our mission



- Develop innovative technologies that can be delivered by industry and transitioned into Defence capability, *and*
- To shape innovation, science and technology within Defence and across the nation.

117 years of Defence Science in Australia



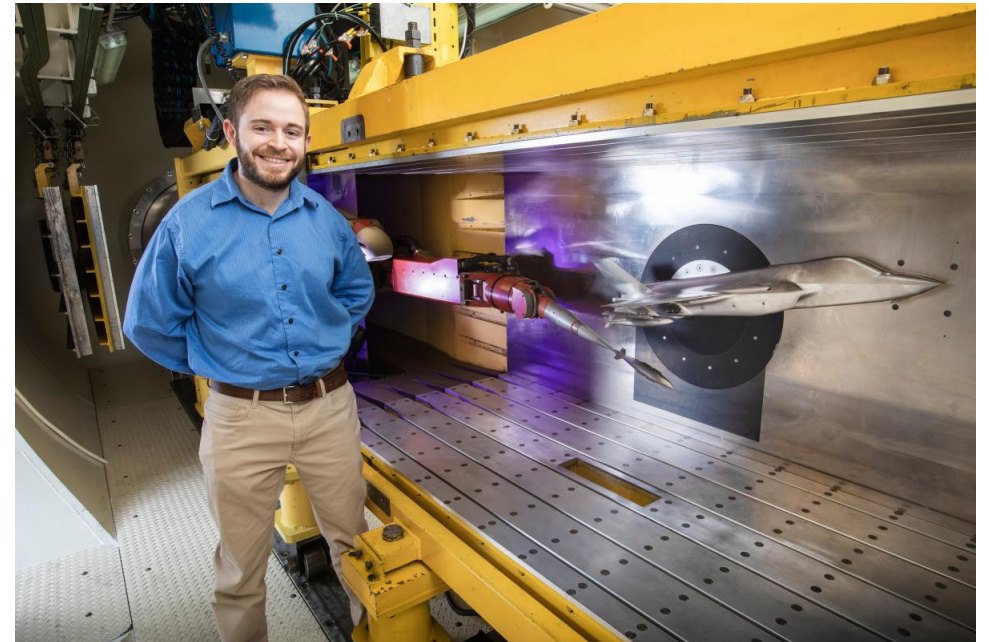
Needs of a high performing team

- Clear and aligned objectives
- Diverse and complementary skills
- High levels of trust and respect
- Effective communication
- Strong leadership
- Commitment and cohesion
- Adaptability and flexibility
- Results-orientated focus
- Opportunities for learning and development



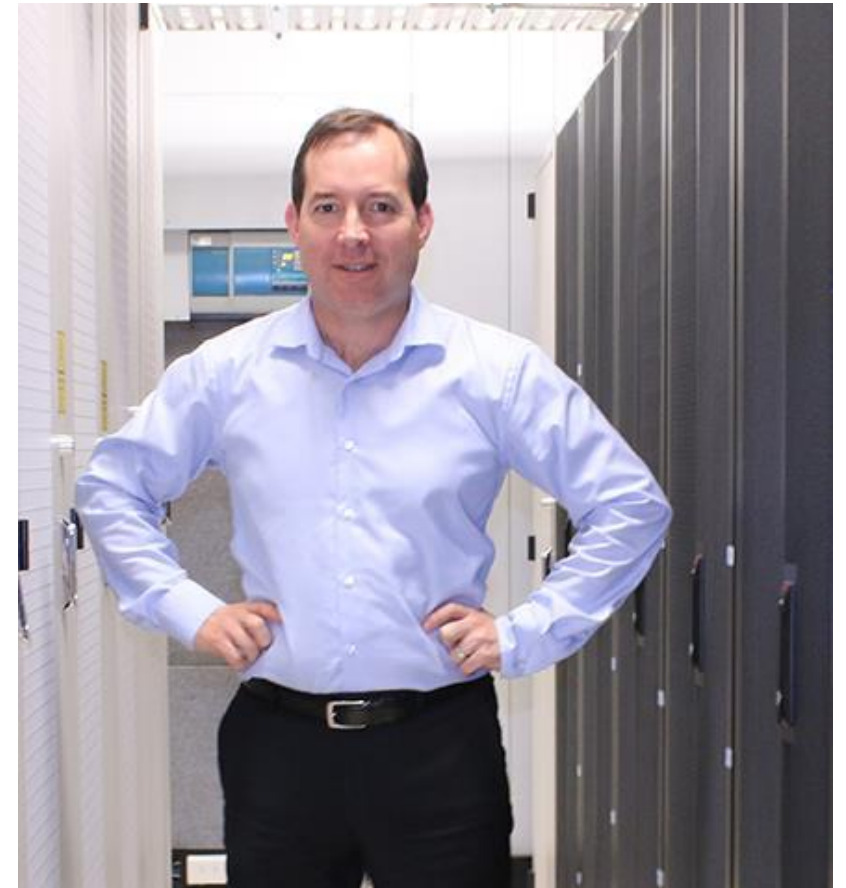
Defence's Research ICT (eResearch) Workforce

- Adjoining workforce is mix of military, research and government
- eResearch Workers are generally part ICT specialist part researcher
- Competencies rapidly changing/evolving and very specialised
- Require Australian citizenship and are paid at public sector salary rates



Where did DSTG's SFIA journey start?

- Adopted SFIA (in 2015) to describe outsourced eResearch workforce, saving money and increasing productivity.
- Used SFIA in strategic workforce planning, to accurately describe a future Defence eResearch workforce.
- Offered eResearch staff ACS membership, training and access to MySFIA, enabling them to develop their own learning pathways.
- Assisted ACS in shaping SFIA to better suit Defence's needs.



How SFIA is being used in DSTG

Organisational Development

- Developing job descriptions
- Identifying skill gaps or shortfalls
- Strategic Workforce Planning

Recruitment and Sourcing

- Identifying potential internal candidates
- Advertising positions
- Shortlisting
- Accurately conveying contractor requirements

Succession Planning

Transforming an organisation's Operating Model

Professional Development

- Self-assessing skills and producing personal professional profiles
- Identify skills goals
- Identifying training needs and relevant training programs

Improving organisational resilience

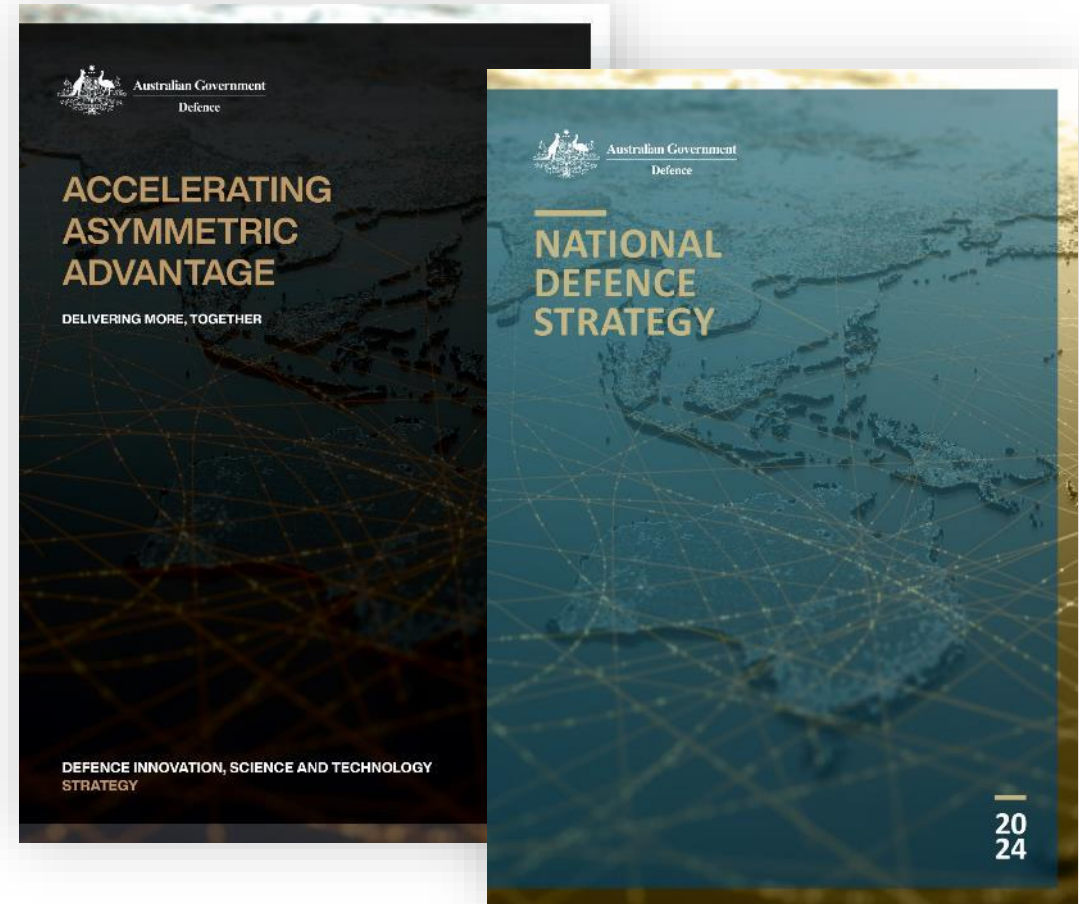
- Facilitating the filling of unexpected gaps



*DSTG partners with ACS
in its use of SFIA*

How else can SFIA be used in DSTG?

- Identifying career paths
- Facilitating job mobility
- Growing the eResearch profession in Australia
- Doing more together



How SFIA can address the needs of a high performing team

- Clear and aligned objectives
- **Diverse and complementary skills** ✓
- High levels of trust and respect
- Effective communication
- **Strong leadership** ✓
- **Commitment and cohesion** ✓
- **Adaptability and flexibility** ✓
- Results-orientated focus
- **Opportunities for learning and development** ✓



Australia and New Zealand SFIA Week

The screenshot shows the SFIA website header with the logo and tagline "The global skills and competency framework for the digital world". Navigation links include Home, Using SFIA, SFIA 8, SFIA 9, Help and resources, User forum, and News. A search bar is present. The main content area features a breadcrumb trail: Home / SFIA 9 / SFIA 9 Launch / Australia and New Zealand SFIA Week. The title "Australia and New Zealand SFIA Week" is followed by a sub-header: "A festival of activities and events that can help you make the most of SFIA, the Skills Framework for the Information Age." Below this are four content boxes: 1. "Australia and New Zealand launch event - Programme" with a description and a "Read More..." link. 2. "Australia and New Zealand SFIA Week - All Events" with a description and a "Read More..." link. 3. "Speaker profiles - Australia and New Zealand SFIA 9 launch" with a "Read More..." link. 4. "SFIA 9 Australia and New Zealand Launch - Sponsors" with a description and a "Read More..." link. A fifth box titled "Resources Australia & New Zealand" contains a description and a "Read More..." link.

<https://sfia-online.org/en/sfia-9/sfia-9-launch/australia-and-new-zealand-sfia-week>

Q&A Panel