



SFIA defines the skills and competencies required by professionals who design, develop, implement, manage and protect the data and technology that power the digital world.

SFIA 9 – Launch

–

SFIA Foundation

Peter Leather

updates@sfia-online.org

[LinkedIn](#)

Ian Seward

ops@sfia-online.org

[LinkedIn](#)



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Please use the Q and A or chat for any questions

We will try to answer some questions as we go along – but may follow up after the event

1. Introduction to the SFIA 9 launch webinar

Thanks to all the companies and people from all over the world for their input to the SFIA 9 Refresh
It's only possible because there is a large global community willing to share and contribute

A thanks also to the Design Authority - A smaller group of volunteers from several countries ...

Grant Nicholson

Matthew Burrows

Daniel Merriott

Ralph Göeckel

Andy Thomson

Miroslav Pavlovic

Penny Coulter

Phil Lovell

Peter Leather

Ian Seward

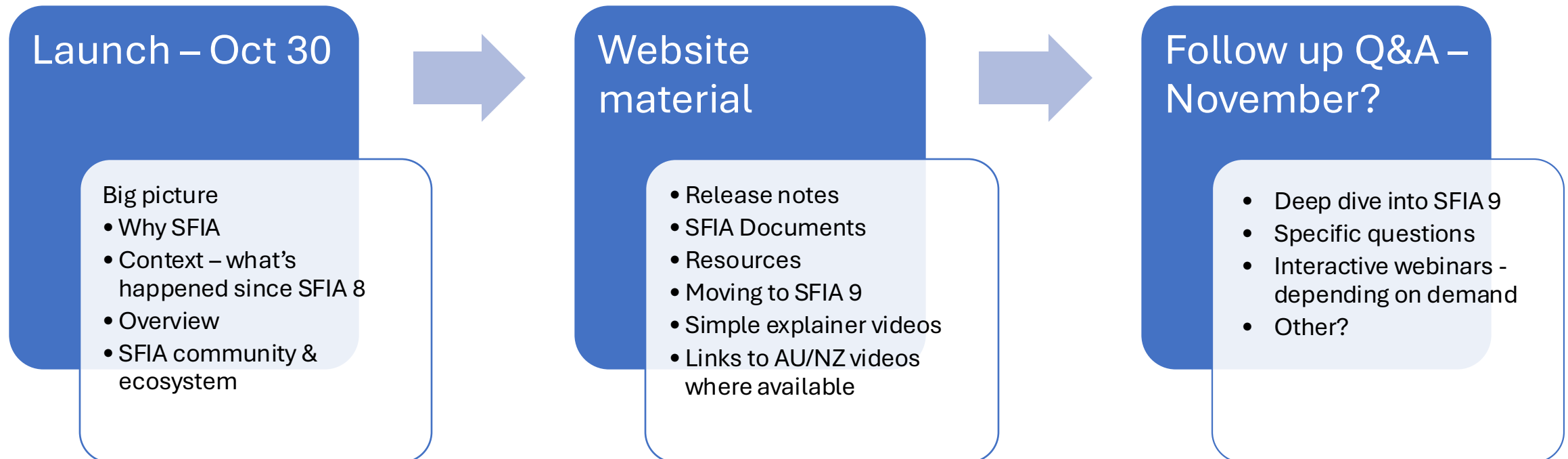
1. Introductions to the SFIA 9 Launch Webinar
2. The SFIA Foundation and its Objectives
3. The SFIA Update Process
4. SFIA 9
5. Moving to SFIA 9
6. Making SFIA Easier to Consume (and other support assets)
7. What Next
8. Close

Context:

- Audience at the webinars is mixed
- Experienced users & New Users
- General interest in skills-based organisations
- HR/L&D and tech professionals

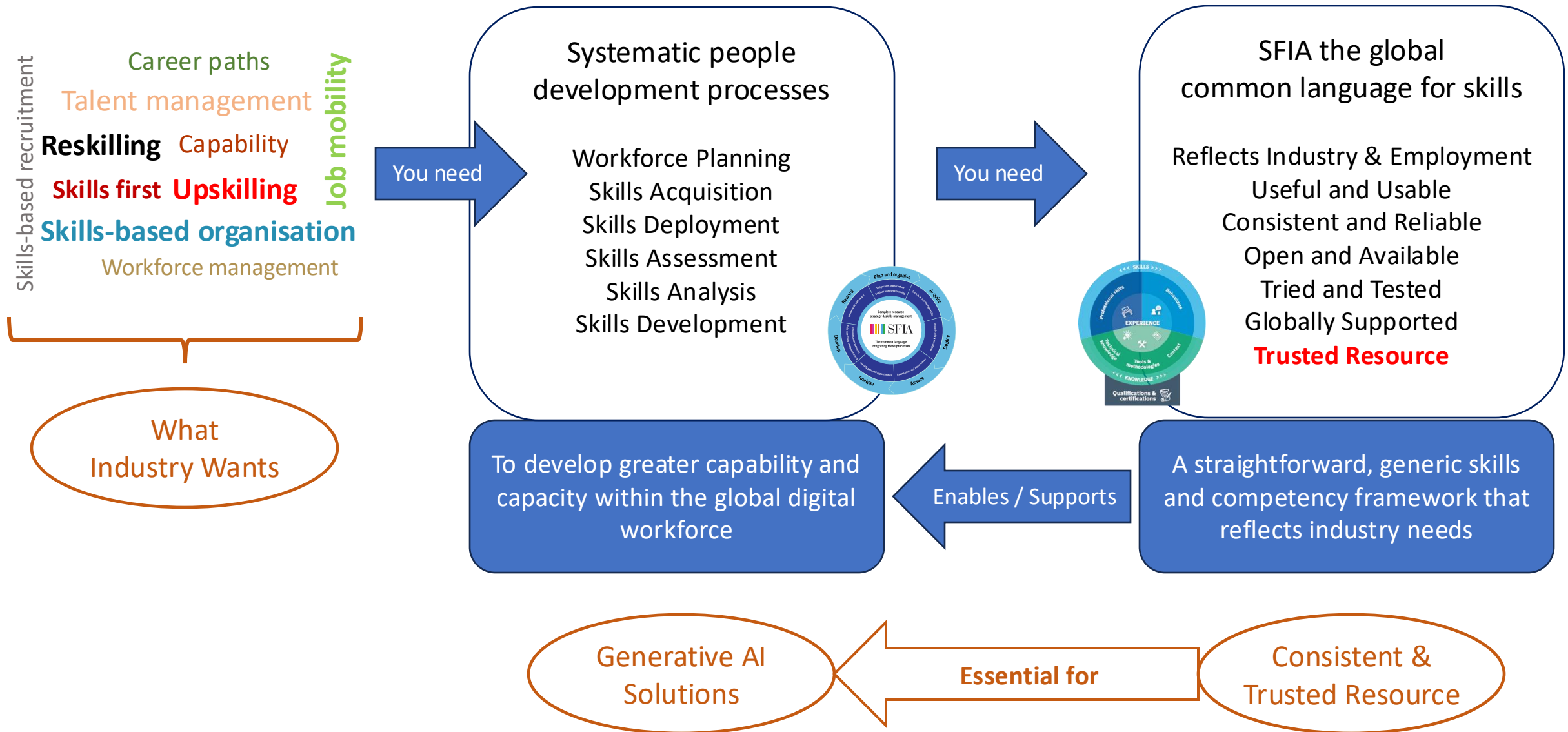
Allow time for people to see material and follow up

Build in time to reflect



2. The SFIA Foundation

SFIA – essential to skills-based workforce development in the digital world



SFIA first created in 2000

- Existing frameworks were not useful to industry and workforce development

SFIA is refreshed every 3 years

- To remain current and relevant – to ensure that SFIA meets industry needs
- All updates are incremental and come from experience of use by industry

SFIA changes and input comes directly from industry

- Organisations that are focussed on developing their workforce to meet current or future needs

Industry finds SFIA useful and usable

- SFIA has been widely adopted internationally
- SFIA covers a broad range of professional practices – across professional activities

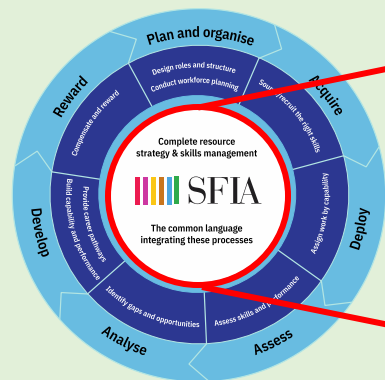
Engaged global community

- An enthusiasm to share and develop more and more support assets

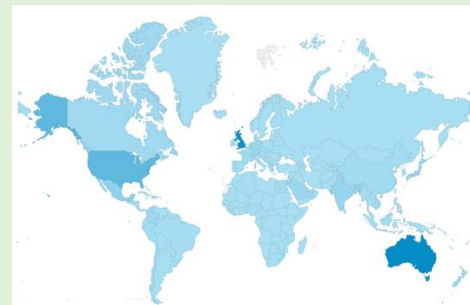
SFIA's track-record: usable, consistent and reliable

- People know SFIA is kept updated and available so know they can use it with confidence

built by industry for industry



Global User Base



Future Ideas ...

Guidance

Collaborations

Specific Applications of SFIA

Sample Role Profiles & Career Paths

Bodies of Knowledge

Industry Themes

Infrastructure / Ecosystem

Change Requests ... & ... Industry Developments

1 Language

3 Languages

6 Languages

13+ Languages

SFIA Versions

V1

V2

V3

V4

V5

V6

V7

V8

V9

1992

...

2000

01

02

03

04

05

06

07

08

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24

25

...

UK
Initiatives

UK
Collaboration

Global
Open Consultation

Global Community Collaboration

2000-2005:

- Provide the framework

2005-2015:

- Maintain the framework
- Establish the ecosystem

2015-202x

- Develop the framework
- Focus on end-users – community driven
- More than just the framework ...

A constant ...

24-Year Track Record of Confidence and Sustainability
→ Reliable, Consistent and Trusted ...

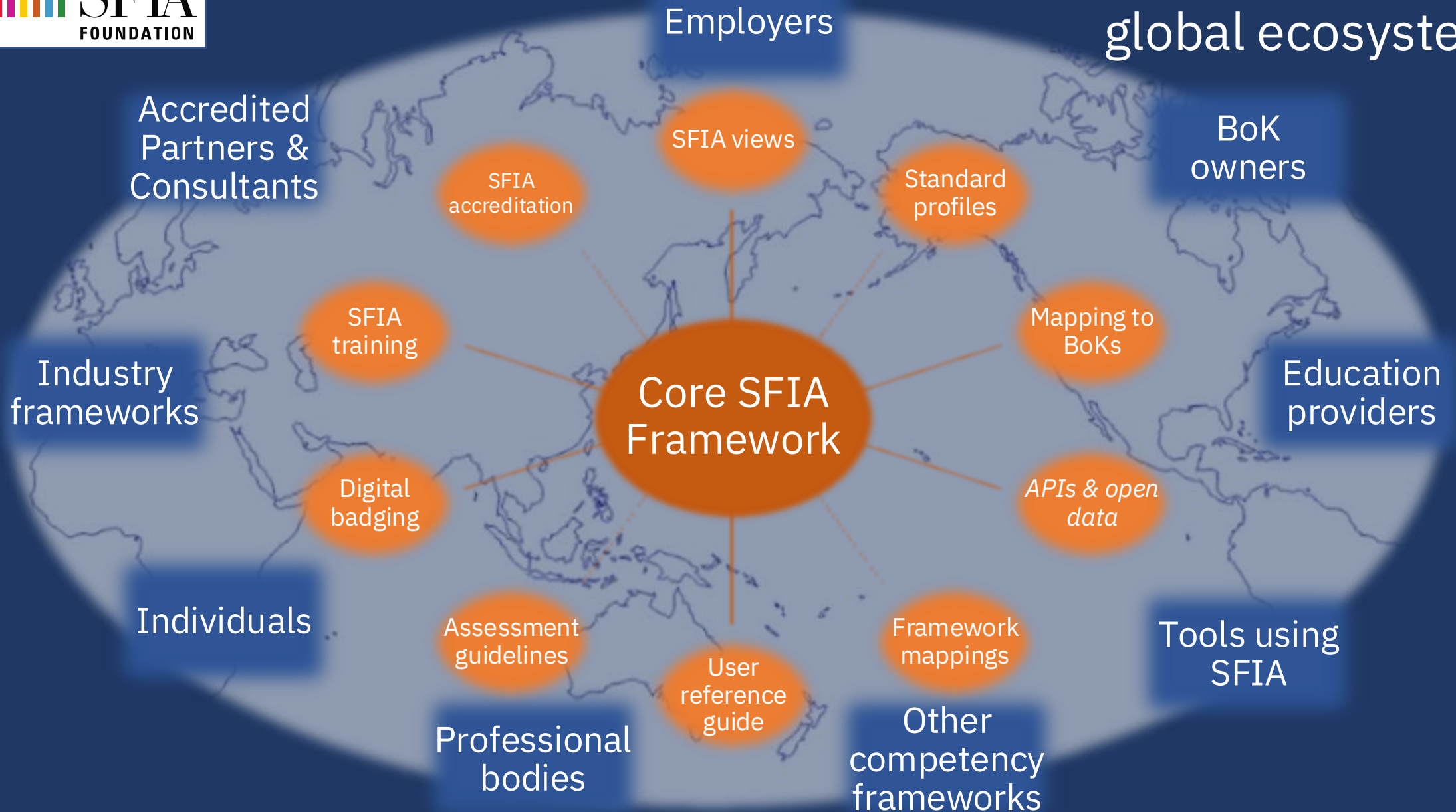
... an engaged community builds more and wants more ...



SFIA global ecosystem



SFIA global ecosystem



Independent Global Not-for-Profit Foundation – *driven by industry and employers:*

Purpose

To enable greater capability and capacity within the global digital workforce

1. Active stewardship of the global skills and competency framework and its ecosystem to meet the needs of professionals and employers

2. Increase visibility and adoption of SFIA globally

3. Facilitate effective use and consumption of SFIA via an engaged community and supporting ecosystem

4. Ensure sufficient and sustainable funding to deliver the strategic imperatives

3. The SFIA update process

Open Consultation with industry and employers

We listen to what industry wants ...

Feedback from users:

- Themes
- Workshops
- Direct input from industry end users
- Dialogue with industry bodies
- Input from SFIA Council
- Input from SFIA Design Authority
- Learning from SFIA 8
- Research into industry trends
- Change Requests

We work out the options for what SFIA can do ...

For example:

- Changes to the SFIA Framework
- Develop / refine SFIA Guidance Material
- Enhanced (website) Presentation
- Provide additional user assets
- Do nothing – and explain why

Update the core
SFIA Framework

Update / Develop
“Help and resources”

Working Groups

Volunteers

SFIA Design
Authority

Check back, review, test, beta release

... visibility throughout ... see it being built ... monthly newsletters

4. SFIA 9

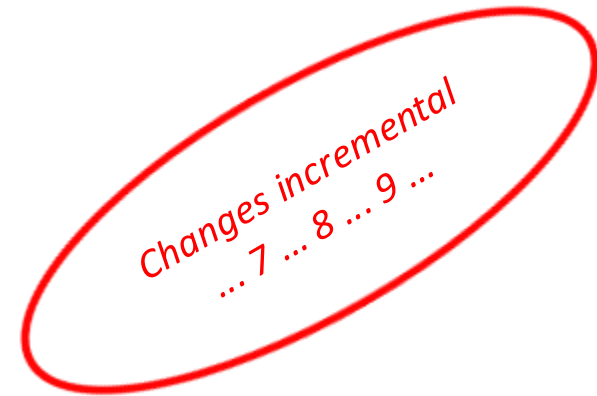
The SFIA 9 update can be broken down into:

1. Changes to the Core SFIA Framework

- SFIA Levels of Responsibility
- SFIA Professional Skills
- SFIA Attributes

2. How SFIA is presented on the website ... *(making SFIA easier to consume)*

3. SFIA Guidance and support assets ... *(making SFIA easier to consume)*



SFIA 9 – What hasn't changed ?



*The SFIA Framework ... **is still** ...*

A straightforward 7-level framework that integrates levels of responsibility, professional skills, generic attributes, business skills and behaviours along with knowledge to reflect experience within the
professional real-world working environment

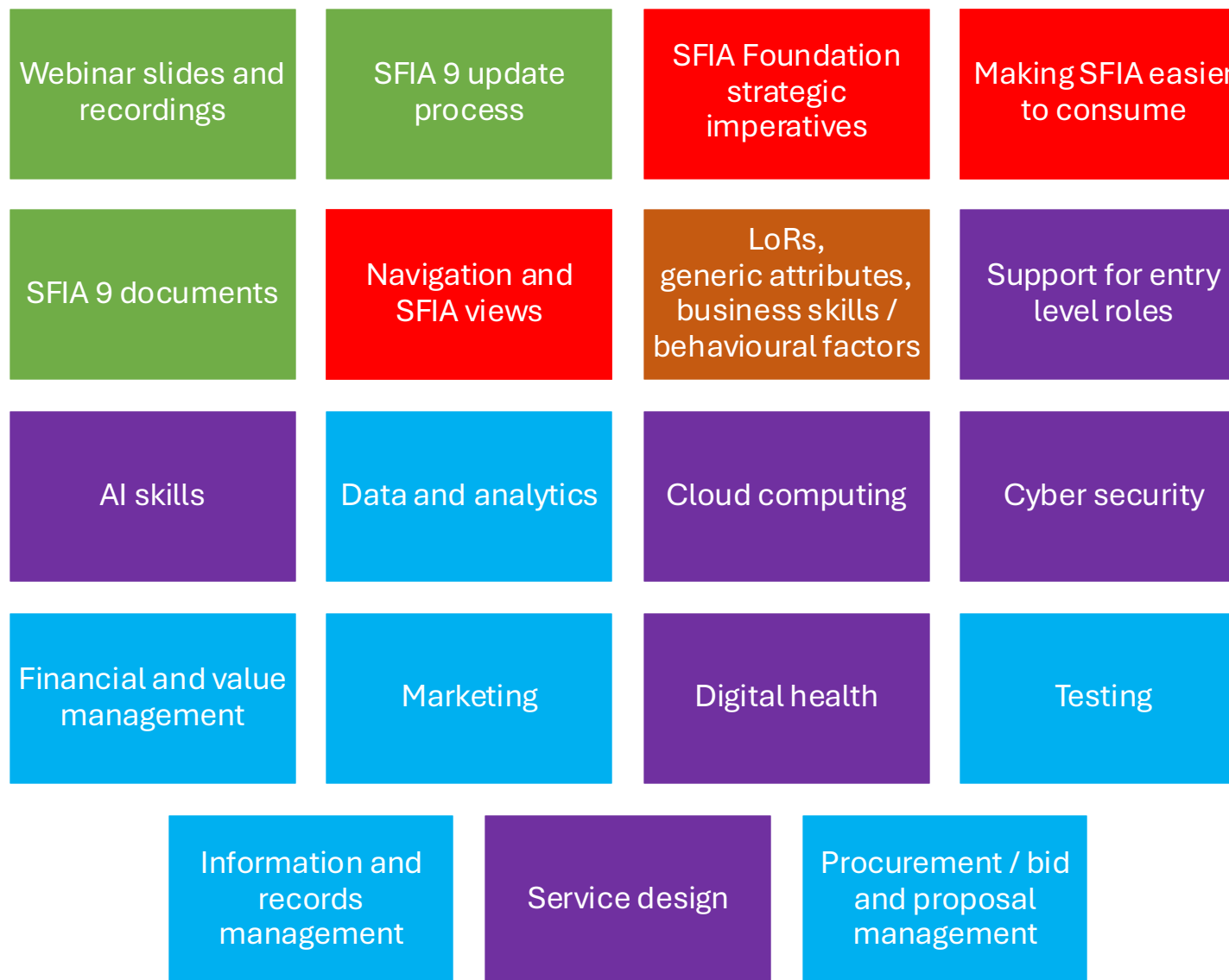
The SFIA Framework itself:

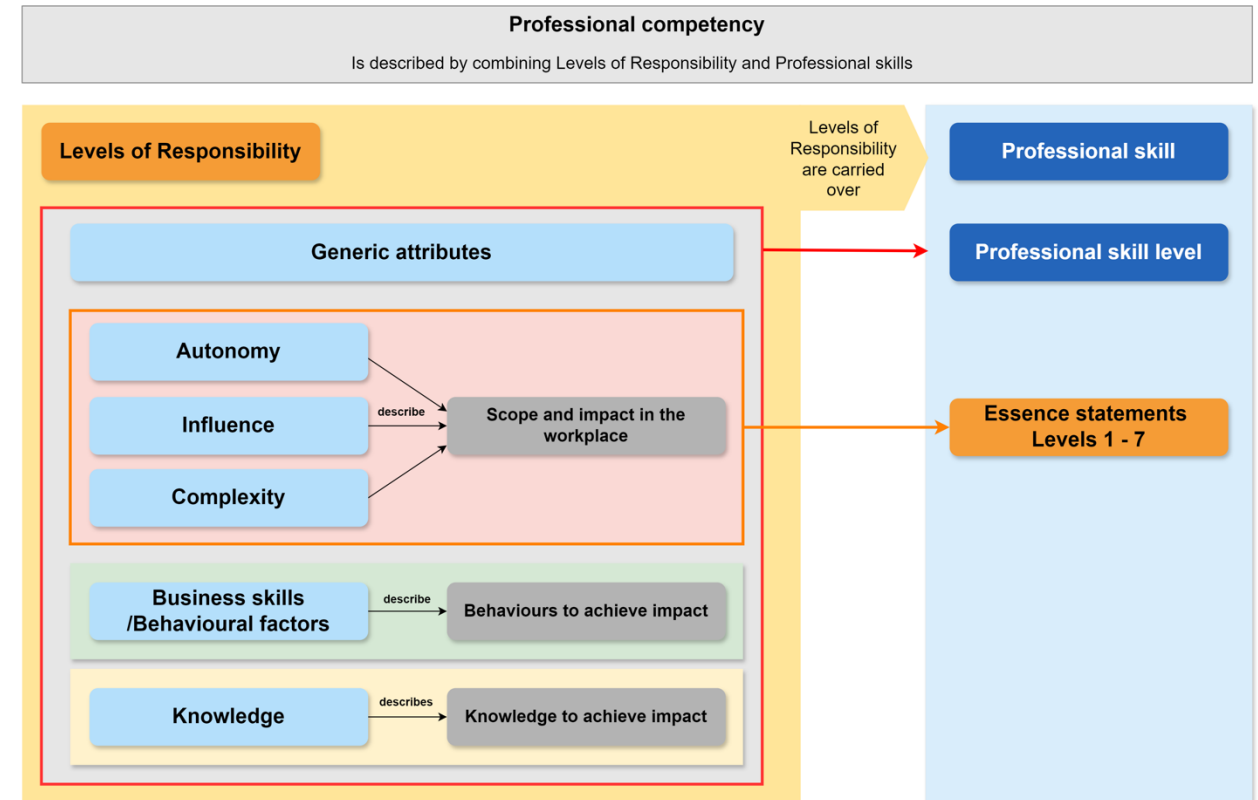
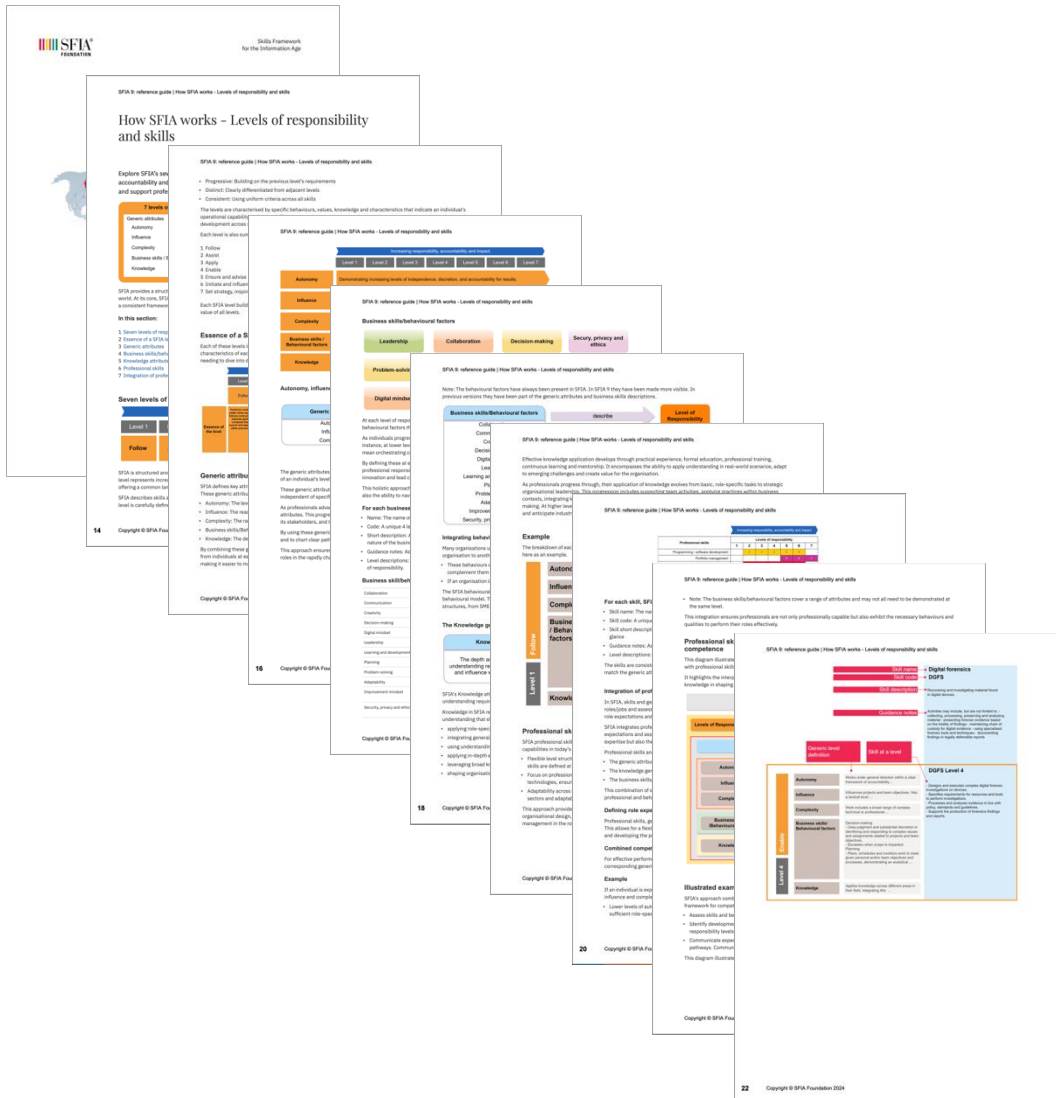
- The concepts, values and framework integrity
- The relationship and integration of the components
- The approach to the framework refresh
- *The industry and employment focus ...*
 - *Useful to industry, usable by industry*
 - *Focussed on developing workforce capability*

	Increasing responsibility, accountability and impact						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Autonomy	Demonstrating increasing levels of independence, discretion, and accountability for results.						
Influence	Demonstrating increasing ability to positively impact colleagues, clients, suppliers, partners, managers, leaders, and the industry through actions and decisions.						
Complexity	Demonstrating the ability to perform work of increasing scale, range, and intricacy in tasks, responsibilities, and challenges.						
Business skills / Behavioural factors	Demonstrating effective business and interpersonal skills with increasing impact.						
Knowledge	Demonstrating increasing depth and breadth of expertise to effectively perform, influence outcomes, and achieve organisational goals.						

An overview of
the areas and topics reviewed for the
SFIA 9 Refresh

1. About the SFIA 9 Release
2. SFIA Levels of Responsibility /
Generic Attributes
3. SFIA Professional Skills
4. Specific applications of SFIA
5. Making SFIA easier to consume /
website





The attributes necessary to be effective in the professional workplace

Broad set of Professional Practices

Improved readability

- New Guidance Notes
- Headings for Business Skills / Behavioural Factors

Attributes:

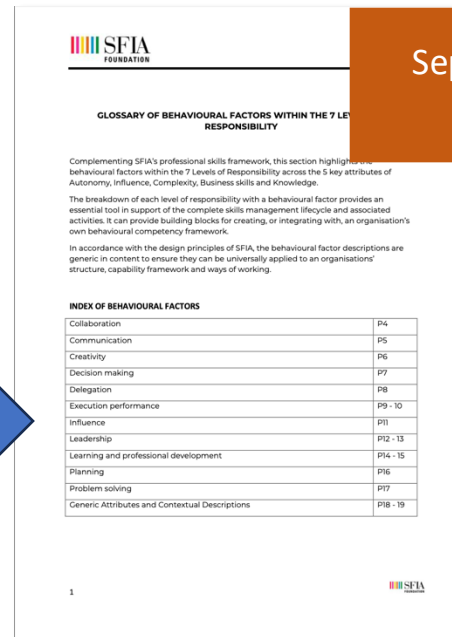
- Autonomy
- Influence
- Complexity
- Knowledge

Separated Out (New)

Business Skills as:

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

Existing



GLOSSARY OF BEHAVIOURAL FACTORS WITHIN THE 7 LEVELS OF RESPONSIBILITY

Complementing SFIA's professional skills framework, this section highlights the behavioural factors within the 7 Levels of Responsibility across the 5 key attributes of Autonomy, Influence, Complexity, Business skills and Knowledge.

The breakdown of each level of responsibility with a behavioural factor provides an essential tool in support of the complete skills management lifecycle and associated activities. It can provide building blocks for creating, or integrating with, an organisation's own behavioural competency framework.

In accordance with the design principles of SFIA, the behavioural factor descriptions are generic in content to ensure they can be universally applied to an organisations' structure, capability framework and ways of working.

INDEX OF BEHAVIOURAL FACTORS	
Collaboration	PI4
Communication	PI5
Creativity	PI6
Decision making	PI7
Delegation	PI8
Execution performance	PI9 - 10
Influence	PI11
Leadership	PI12 - 13
Learning and professional development	PI14 - 15
Planning	PI16
Problem solving	PI17
Generic Attributes and Contextual Descriptions	PI18 - 19

SFIA 8
Behavioural Factor Glossary
(A popular PDF Download)

SFIA 9
Business Skills / Behavioural Factors
Now under their own headings

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

- Short text description for each level ... the meaning of Autonomy, Influence and Complexity
- 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 for SFIA 9

Essence Statement (New)

Levels of responsibility: Level 1 - Follow

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.

Guidance Notes (New)

Guidance notes

SFIA Levels represent levels of responsibility in the workplace. Each successive level describes increasing impact, responsibility and accountability.

- Autonomy, influence and complexity are generic attributes that indicate the level of responsibility.
- Business skills and behavioural factors describe the behaviours required to be effective at each level.
- The knowledge attribute defines the depth and breadth of understanding required to perform and influence work effectively.

Understanding these attributes will help you get the most out of SFIA. They are critical to understanding and applying the levels described in the SFIA skill descriptions.

Autonomy

Follows instructions and works under close direction. Receives specific instructions and guidance, has work closely reviewed.

Influence

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

Complexity

Performs routine activities in a structured environment.

Knowledge

Applies basic knowledge to perform routine, well-defined, predictable role-specific tasks.

Existing

Business skills / Behavioural factors

Decision-making

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

Planning

- Confirms required steps for individual tasks.

Collaboration

- Works mostly on their own tasks and interacts with their immediate team only. Develops an understanding of how their work supports others.

Problem-solving

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

Improvement mindset

- Identifies opportunities for improvement in own tasks. Suggests basic enhancements when prompted.

Creativity

- Participates in the generation of new ideas when prompted.

Communication

- 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.

Leadership

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

Adaptability

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

Learning and development

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

Digital mindset

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

Security, privacy and ethics

- Develops an understanding of the rules and expectations of their role and the organisation.


Existing Business Skills

Explicitly Identified (Headings provided)

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

Replaces the
SFIA 8 Business Skills / Behavioural Factors
Glossary

Generic Attributes Directory (New)


English ▾

[Home](#)
[Using SFIA ▾](#)
[SFIA 8 ▾](#)
[SFIA 9 ▾](#)
[Help and resources ▾](#)
[User forum ▾](#)
[News ▾](#)

[Home](#) / [SFIA 9](#) / [SFIA 9 generic attributes - directory](#)

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.](#)

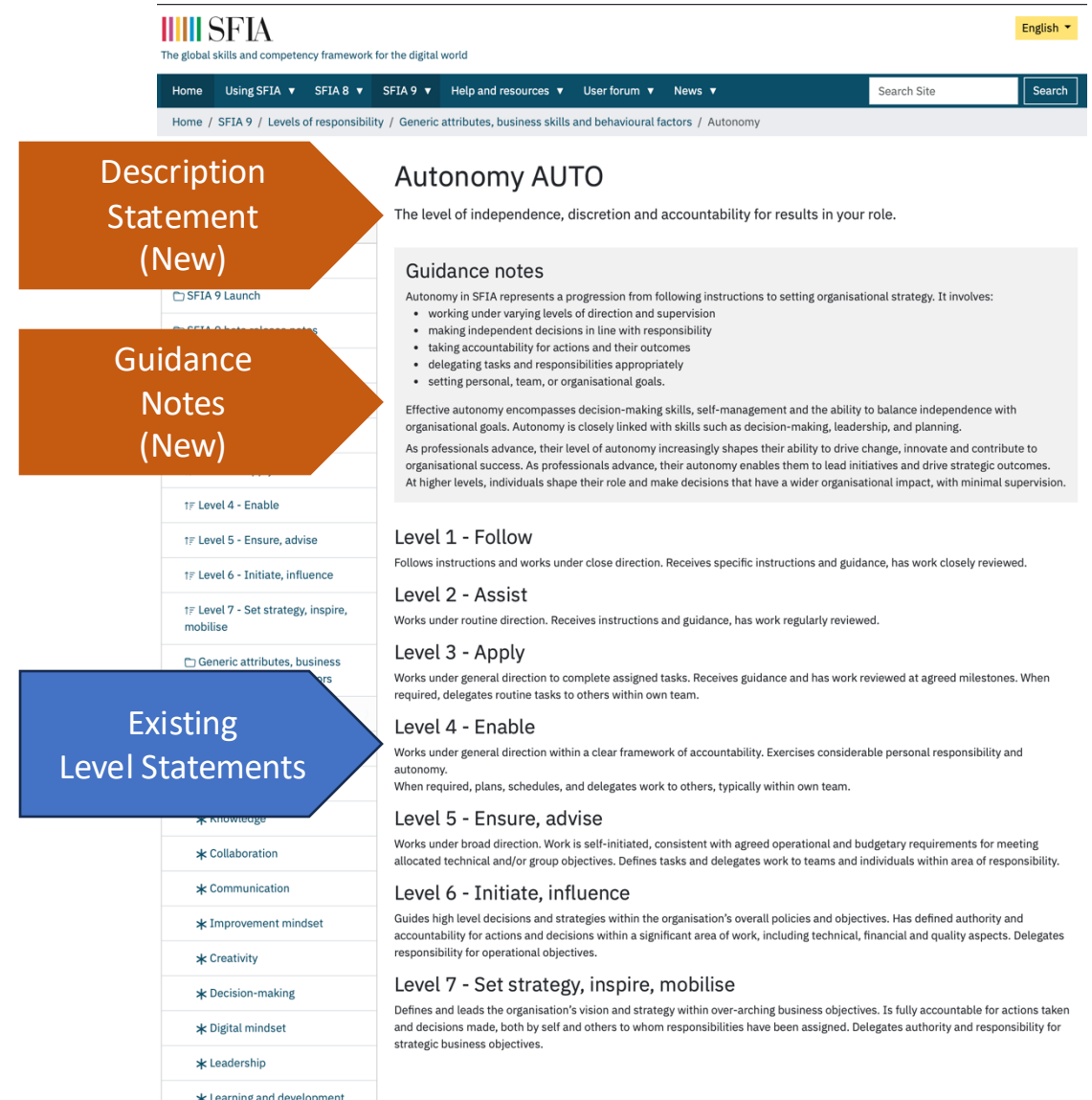
Title	Description	Short code
Autonomy	The level of independence, discretion and accountability for results in your role.	AUTO
Influence	The reach and impact of your decisions and actions, both within and outside the organisation.	INFL
Complexity	The range and intricacy of tasks and responsibilities that 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

- SFIA 9 Launch
- SFIA 9 beta release notes
- Levels of responsibility
- SFIAv9 views
- SFIA 9 skills directory A–Z
- Change requests
- SFIA 9 generic attributes - directory
- Recent changes - making SFIA easier to consume
- Summary of CRs
- Progress themes
- embed google sheet
- SFIA 9 supporters and contributors
- SFIA 9 skills and generic attributes
- Inline logos
- SFIA 9 release notes
- SFIA 9 documents

Readability refresh and Guidance notes:

- Autonomy
 - Influence
 - Complexity
 - Knowledge
- (Next Slide)

SFIA 9 – Sample Attribute Page ... Autonomy



Description Statement (New)

Guidance Notes (New)

Existing Level Statements

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

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.

Level 1 - Follow
Follows instructions and works under close direction. Receives specific instructions and guidance, has work closely reviewed.

Level 2 - Assist
Works under routine direction. Receives instructions and guidance, has work regularly reviewed.

Level 3 - Apply
Works under general direction to complete assigned tasks. Receives guidance and has work reviewed at agreed milestones. When required, delegates routine tasks to others within own team.

Level 4 - Enable
Works under general direction within a clear framework of accountability. Exercises considerable personal responsibility and autonomy. When required, plans, schedules, and delegates work to others, typically within own team.

Level 5 - Ensure, advise
Works under broad direction. Work is self-initiated, consistent with agreed operational and budgetary requirements for meeting allocated technical and/or group objectives. Defines tasks and delegates work to teams and individuals within area of responsibility.

Level 6 - Initiate, influence
Guides high level decisions and strategies within the organisation's overall policies and objectives. Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Delegates responsibility for operational objectives.

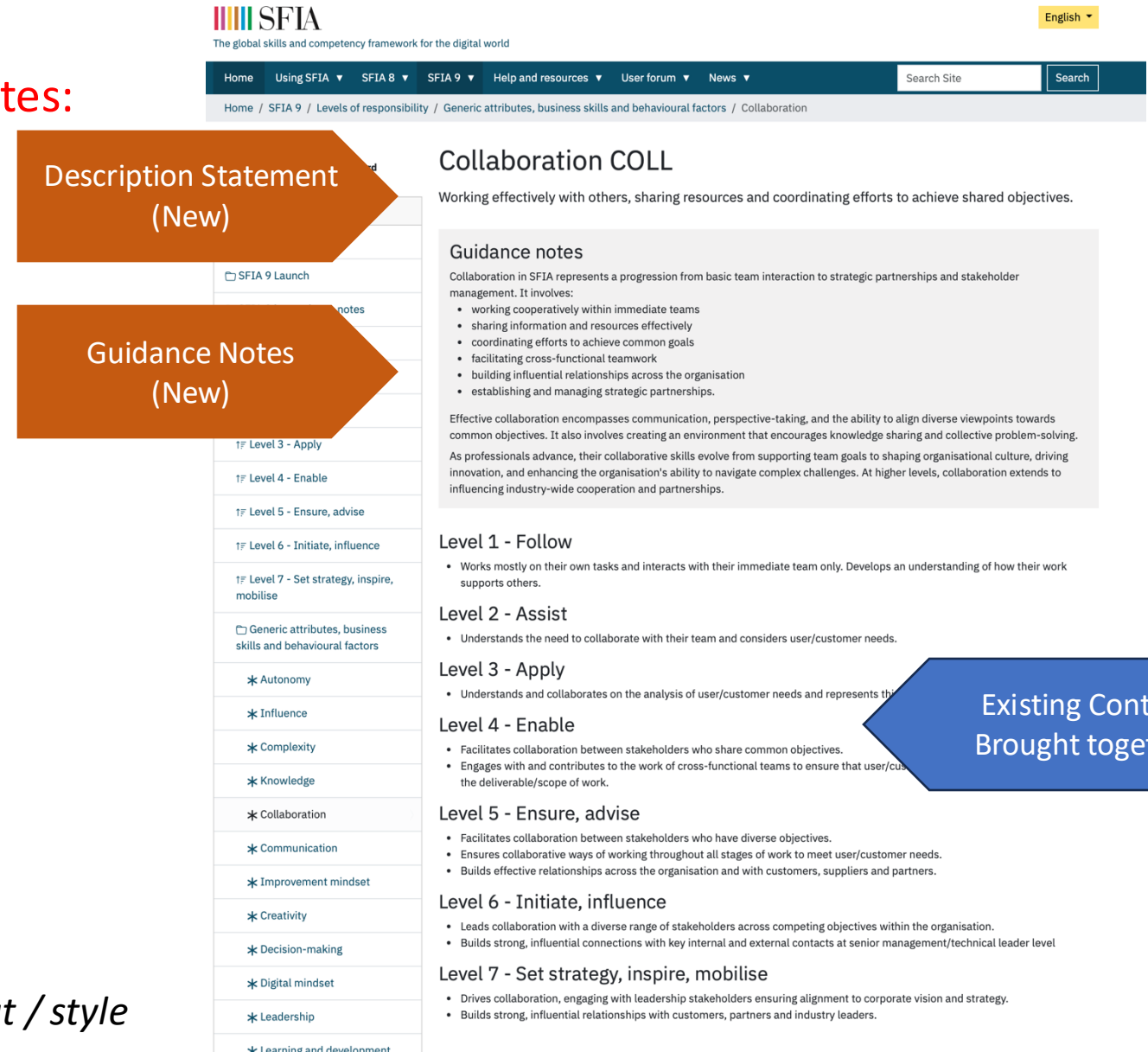
Level 7 - Set strategy, inspire, mobilise
Defines and leads the organisation's vision and strategy within over-arching business objectives. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned. Delegates authority and responsibility for strategic business objectives.

Readability refresh and Guidance notes:

- Business Skills / Behavioural Factors

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

... all attributes presented in the same format / style



The screenshot shows the SFIA 9 website interface. The top navigation bar includes links for Home, Using SFIA, SFIA 8, SFIA 9, Help and resources, User forum, and News. A search bar is also present. The main content area displays the 'Collaboration COLL' attribute page. The page title is 'Collaboration COLL'. Below the title, there is a description: 'Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.' The 'Guidance notes' section provides a detailed explanation of collaboration in SFIA, mentioning its progression from basic team interaction to strategic partnerships and stakeholder management. It lists several key activities: working cooperatively within immediate teams, sharing information and resources effectively, coordinating efforts to achieve common goals, facilitating cross-functional teamwork, building influential relationships across the organisation, and establishing and managing strategic partnerships. The page also includes a list of levels for the attribute: Level 1 - Follow, Level 2 - Assist, Level 3 - Apply, Level 4 - Enable, Level 5 - Ensure, advise, Level 6 - Initiate, influence, and Level 7 - Set strategy, inspire, mobilise. Each level has a brief description of the skills and competencies required. Two orange arrows point to 'Description Statement (New)' and 'Guidance Notes (New)'. A blue arrow points to 'Existing Content Brought together'.

What's changed in SFIA 9:

- All skills reviewed and refreshed
- New skills / additional levels (to existing skills)
- Guidance notes reviewed and refreshed

Skills summary view

- Hyperlinks

Details of changes can be found:

- The Change log
- Within individual skills on the website

SFIA 9 Summary Chart

The global skills and competency framework for the digital world

Strategy and architecture							
Strategy planning	ITSP	1	2	3	4	5	6
Information systems coordination	ISCO					6	7
Information management	IRMG	3	4	5	6		
Enterprise and business architecture	STPL					5	6
Solution architecture	ARCH					4	5
Innovation management	INOV					5	6
Emerging technology monitoring	EMRG					4	5
Formal research	RSCH	2	3	4	5	6	
Sustainability	SUST					4	5
Financial and value management							
Financial management	FMTT	1	2	3	4	5	6
Investment appraisal	INVA					4	5
Benefits management	BENM					3	4
Budgeting and forecasting	BUDF	2	3	4	5	6	
Financial analysis	FINA	2	3	4	5	6	
Cost management	COGM	2	3	4	5	6	
Demand management	DEMM					4	5
Measurement	MEAS	2	3	4	5	6	
Security and privacy							
Information security	ISCT	2	3	4	5	6	7
Information assurance	INAS	2	3	4	5	6	7
Information and data compliance	PEDP					4	5
Vulnerability research	VURE	2	3	4	5	6	
Threat intelligence	THIN	2	3	4	5	6	
Governance, risk and compliance							
Governance	GOVN	1	2	3	4	5	6
Risk management	RIUM	2	3	4	5	6	7
Artificial intelligence (AI) and data ethics	AIDE					3	4
Audit	AUDT	2	3	4	5	6	7
Quality management	QUMG	2	3	4	5	6	
Quality assurance	QUAS	2	3	4	5	6	
Advice and guidance							
Consultancy	CNSL	1	2	3	4	5	6
Specialist advice	TECH					4	5
Methods and tools	MTIL	2	3	4	5	6	
Change and transformation							
Change implementation							
Portfolio management	POMG					5	6
Programme management	POMG					5	6
Project management	PRMG					4	5
Portfolio, programme and project support	PROF	2	3	4	5	6	
Delivery management	DEMG					3	4
Change analysis							
Business situation analysis	BUSA	2	3	4	5	6	
Feasibility assessment	FEAS	2	3	4	5	6	
Requirements definition and management	REQM	2	3	4	5	6	
Business modelling	BSMO	2	3	4	5	6	
User acceptance testing	BPTS	2	3	4	5	6	
Change planning							
Business process improvement	BPIE	1	2	3	4	5	6
Organisational capability development	OCIV	2	3	4	5	6	7
Job analysis and design	JADN					3	4
Organisation design and implementation	ORDI	2	3	4	5	6	7
Organisational change management	OCPM	2	3	4	5	6	
Organisational change enablement	OCCN					4	5
Development and implementation							
Systems development							
Product management	PROD	2	3	4	5	6	7
Systems development management	DLMG					4	5
Systems and software lifecycle engineering	SLNE	3	4	5	6		7
Systems design	DESN	2	3	4	5	6	
Software design	SWDN	2	3	4	5	6	
Network design	NTDS	2	3	4	5	6	
Infrastructure design	ITDN	2	3	4	5	6	
Hardware design	HWDE	2	3	4	5	6	
Programming/software development	PROG	2	3	4	5	6	
Systems integration and build	SINT	2	3	4	5	6	
Functional testing	TEST	2	3	4	5	6	
Non-functional testing	NFTS	2	3	4	5	6	
Process testing	PRTS	2	3	4	5	6	
Software configuration	PORT	2	3	4	5	6	
Real-time/embedded systems development	RESO	2	3	4	5	6	
Safety engineering	SSEN	2	3	4	5	6	
Safety assessment	SPAS	2	3	4	5	6	
Radio frequency engineering	RFEH	2	3	4	5	6	
Animation development	ADEV	2	3	4	5	6	
Data and analytics							
Data management	DATM	2	3	4	5	6	
Data modelling and design	DTAN	2	3	4	5	6	
Database design	DBDS	2	3	4	5	6	
Data analytics	DANN	2	3	4	5	6	7
Data science	DATS	2	3	4	5	6	
Machine learning	MLNG	2	3	4	5	6	
Business intelligence	BINT	2	3	4	5	6	
Data engineering	DENG	2	3	4	5	6	
Data visualisation	VSIL	2	3	4	5	6	
User centred design							
User research	URCH	2	3	4	5	6	
Customer experience	CXPX	2	3	4	5	6	
Accessibility and inclusion	ACIN	2	3	4	5	6	
User experience analysis	UNAN	2	3	4	5	6	
User experience design	HECV	2	3	4	5	6	
User experience evaluation	UEEV	2	3	4	5	6	
Content management							
Content design and authoring	INCA	1	2	3	4	5	6
Content publishing	ICPM	2	3	4	5	6	
Knowledge management	KNOW	2	3	4	5	6	7
Graphic design	GRDN	2	3	4	5	6	
Computational science							
Scientific modelling	SCMO	2	3	4	5	6	7
Numerical analysis	NUAN	4	5	6	7		
High-performance computing	HPCC	4	5	6	7		
People and skills							
People management							
Performance management	PEMT	2	3	4	5	6	7
Employee experience	EEEX	4	5	6	7		
Organisational facilitation	OFCL	4	5	6	7		
Professional development	PODV	4	5	6	7		
Workforce planning	WPFL	4	5	6	7		
Resourcing	RESC	2	3	4	5	6	
Skills management							
Learning and development management	ETMG	2	3	4	5	6	7
Learning design and development	TMCK	2	3	4	5	6	7
Learning delivery	ETDL	2	3	4	5	6	
Competency assessment	LEDA	2	3	4	5	6	
Certification scheme operation	CSOP	2	3	4	5	6	
Teaching	TEAC	2	3	4	5	6	7
Subject formation	SUBF	4	5	6	7		
Delivery and operation							
Technology management							
Technology service management	ITMG	1	2	3	4	5	6
Application support	ASUP					2	3
Infrastructure operations	ITOP	1	2	3	4	5	
System software administration	SYSP	2	3	4	5	6	
Network support	NTAS	1	2	3	4	5	
Systems installation and removal	HNIN	1	2	3	4	5	
Configuration management	CFMG	2	3	4	5	6	
Release management	RELM	2	3	4	5	6	
Deployment	DEPL	2	3	4	5	6	
Storage management	STMG	2	3	4	5	6	
Facilities management	DCMA	2	3	4	5	6	
Service management							
Service level management	SLMO	2	3	4	5	6	7
Service catalogue management	SCMG	2	3	4	5	6	
Availability management	AMPT	2	3	4	5	6	
Continuity management	CCPM	2	3	4	5	6	
Capacity management	CPMG	2	3	4	5	6	
Incident management	USUP	1	2	3	4	5	6
Problem management	PRMG	2	3	4	5	6	
Change control	CHMG	2	3	4	5	6	
Asset management	ASMG	2	3	4	5	6	
Service acceptance	SEAC	2	3	4	5	6	
Security services							
Security operations	SCSO	1	2	3	4	5	6
Identity and access management	IAMT	1	2	3	4	5	6
Vulnerability assessment	VUAS	2	3	4	5	6	
Digital forensics	DGFS	2	3	4	5	6	
Cybercrime investigation	CCIM	2	3	4	5	6	
Offensive cyber operations	OCOP	2	3	4	5	6	
Penetration testing	PENT	2	3	4	5	6	
Data and records operations							
Records management	RMGT	1	2	3	4	5	6
Analytical classification and coding	ANCC	2	3	4	5	6	
Database administration	DBAD	2	3	4	5	6	
Relationships and engagement							
Stakeholder management							
Sourcing	SORC	2	3	4	5	6	7
Supplier management	SUPM	2	3	4	5	6	7
Contract management	ITCM	2	3	4	5	6	
Stakeholder relationship management	RLMT	4	5	6	7		
Customer service support	CSAS	1	2	3	4	5	6
Business administration	ADBN	1	2	3	4	5	6
Sales and bid management							
Biographical management	BIDM	1	2	3	4	5	6
Selling	SALE	3	4	5	6		
Sales support	SSUP	1	2	3	4	5	6
Marketing							
Marketing management	MKTG	2	3	4	5	6	7
Market research	MIRC	2	3	4	5	6	
Brand management	BRMG	2	3	4	5	6	
Customer engagement and loyalty	CELO	2	3	4	5	6	
Marketing campaign management	MKCA	2	3	4	5	6	
Digital marketing	DIGM	2	3	4	5	6	

SFIA Levels of responsibility	SFIA Level 1 Follow	SFIA Level 2 Assist	SFIA Level 3 Apply	SFIA Level 4 Enable	SFIA Level 5 Ensure, advise	SFIA Level 6 Initiate, influence	SFIA Level 7 Set strategy, inspire, mobilise
SFIA's attributes of Autonomy, Influence and Complexity are the key to determining level of impact, responsibility and accountability. Click the SFIA level to find the details.	Follows instructions, completes routine tasks under close supervision, and requires guidance. Learns and applies basic skills and knowledge.	Assists and supports others, works under routine supervision, and uses discretion to solve routine problems. Actively learns through training and on-the-job experiences.	Performs varied tasks, including complex and non-routine, using standard methods. Plans and manages own work, exercises discretion, and meets deadlines. Proactively enhances skills and impact in the workplace.	Performs diverse complex tasks, including high-level, under routine supervision, using 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.	Influences the organisation vision and strategy, operates at the highest level, and assumes accountability for strategic initiatives and outcomes.	Determines overall organisational vision and strategy, operates at the highest level, and assumes accountability for overall success.

SFIA 9 skills directory – A-Z:

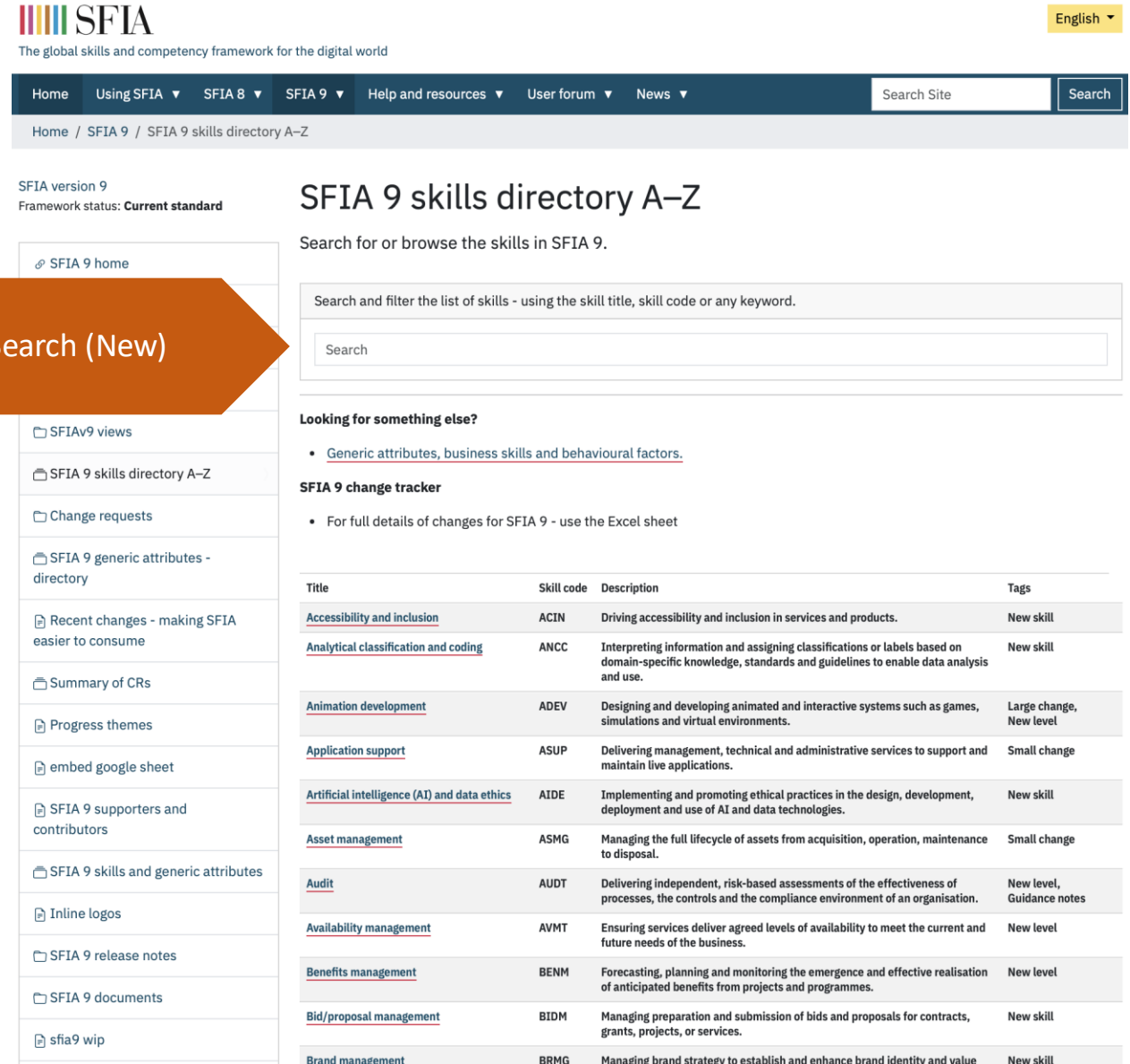
- All skills reviewed and refreshed
- New skills / additional levels (existing skills)
- Guidance notes reviewed and refreshed

New Search facility

- To find a specific skill ... Or ...
- Match to terminology /area of interest

Tags:

- High-level view of SFIA 9 skill changes



The screenshot shows the SFIA 9 skills directory website. The header includes the SFIA logo, the tagline 'The global skills and competency framework for the digital world', and a language dropdown set to 'English'. The navigation bar contains links for Home, Using SFIA, SFIA 8, SFIA 9, Help and resources, User forum, and News. A search bar is located on the right of the navigation bar.

The main content area is titled 'SFIA 9 skills directory A-Z'. It includes a search bar with the placeholder text 'Search for or browse the skills in SFIA 9.' and a search button. Below the search bar, there is a section titled 'Looking for something else?' with a link to 'Generic attributes, business skills and behavioural factors.'.

Below this, there is a section titled 'SFIA 9 change tracker' with a link to 'For full details of changes for SFIA 9 - use the Excel sheet'.

At the bottom, there is a table listing various skills with columns for Title, Skill code, Description, and Tags.

Title	Skill code	Description	Tags
Accessibility and inclusion	ACIN	Driving accessibility and inclusion in services and products.	New skill
Analytical classification and coding	ANCC	Interpreting information and assigning classifications or labels based on domain-specific knowledge, standards and guidelines to enable data analysis and use.	New skill
Animation development	ADEV	Designing and developing animated and interactive systems such as games, simulations and virtual environments.	Large change, New level
Application support	ASUP	Delivering management, technical and administrative services to support and maintain live applications.	Small change
Artificial intelligence (AI) and data ethics	AIDE	Implementing and promoting ethical practices in the design, development, deployment and use of AI and data technologies.	New skill
Asset management	ASMG	Managing the full lifecycle of assets from acquisition, operation, maintenance to disposal.	Small change
Audit	AUDT	Delivering independent, risk-based assessments of the effectiveness of processes, the controls and the compliance environment of an organisation.	New level, Guidance notes
Availability management	AVMT	Ensuring services deliver agreed levels of availability to meet the current and future needs of the business.	New level
Benefits management	BENM	Forecasting, planning and monitoring the emergence and effective realisation of anticipated benefits from projects and programmes.	New level
Bid/proposal management	BIDM	Managing preparation and submission of bids and proposals for contracts, grants, projects, or services.	New skill
Brand management	BRMG	Managing brand strategy to establish and enhance brand identity and value	New skill

Penetration testing PENT

Testing the effectiveness of security controls by emulating the tools and techniques of likely attackers.

▶ Revision notes

Revision Notes
(New)

Guidance notes

Penetration testing may be a stand-alone activity or an aspect of acceptance testing prior to an approval to operate.

Activities include, but are not limited to:

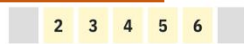
- ethical hacking (using the same tools and techniques as an attacker to identify weaknesses)
- demonstrating how an adversary can subvert security goals and objectives
- evaluating the effectiveness of current/planned defences
- assuring the security of networks, systems and applications
- assessing the strength and effectiveness of cryptographic implementations
- identifying insights into the business risks of various vulnerabilities
- testing network, infrastructure, web and mobile applications for weaknesses
- checking patch levels and configurations
- social engineering.

Reveal the
Essence Statements
(New)

▶ Understanding the

Understanding
Levels of Responsibility
(Link from skills)

Levels of responsibility for this skill



Levels of responsibility for this skill



▶ Penetration testing: Level 2

Assists with penetration testing tasks under routine supervision.

Supports the execution of standard penetration tests on systems and networks.

Helps document and report on test results, findings and potential risks.

Links to
Sample skills profiles
Bodies of Knowledge

▶ Penetration testing: Level 3

Follows standard approaches to design and execute penetration testing activities.

Researches and investigates attack techniques and recommends ways to defend against them.

Analyses and reports on penetration testing activities, results, issues and risks.

▶ Penetration testing: Level 4

Selects appropriate testing approaches using in-depth technical analysis of risks and typical vulnerabilities.

Produces test scripts, materials and test packs and tests new and existing networks, systems or applications. Provides advice on penetration testing to support others.

Records and analyses actions and results and modifies tests if necessary.

Provides reports on progress, anomalies, risks and issues associated with the overall project.

▶ Penetration testing: Level 5

Plans and drives penetration testing within a defined area of business activity.

Delivers objective insights into the existence of vulnerabilities, the effectiveness of defences and mitigating controls.

SFIA version
Framework

Links

[Skills directory A](#)

[Levels of responsibility](#)

[SFIA skills profiles](#)

[Bodies of knowledge](#)

Links to bodies of
knowledge and
standard skills
profiles

Related SFIA skills

Information assurance

Vulnerability assessment

Threat intelligence

Offensive cyber operations

Non-functional testing

Functional testing

Identity and access management

Security operations

Information

Vulnerability

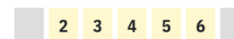
Web navigation
to find the skills
you need

Short links

Penetration testing PENT

Testing the effectiveness of security controls by emulating the tools and techniques of likely attackers.

Levels of responsibility for this skill



► Penetration testing: Level 2

Assists with penetration testing tasks under routine supervision.

► Revision notes

Guidance notes

Penetration testing may be a stand-alone activity or as part of a larger project requiring approval to operate.

Activities include, but are not limited to:

- ethical hacking (using the same tools and techniques as attackers to identify weaknesses)
- demonstrating how an adversary can subvert security objectives
- evaluating the effectiveness of current/planned defences
- assuring the security of networks, systems and applications
- assessing the strength and effectiveness of cryptographic controls
- identifying insights into the business risks of various threats
- testing network, infrastructure, web and mobile applications
- checking patch levels and configurations
- social engineering.

▼ Penetration testing: Level 3

Level 3 - Apply: Essence of the level: 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.

Follows standard approaches to design and execute penetration testing activities.

Researches and investigates attack techniques and recommends ways to defend against them.

Analyses and reports on penetration testing activities, results, issues and risks.

Provides reports on progress, anomalies, risks and issues associated with the overall project.

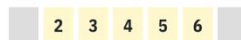
► Penetration testing: Level 5

Plans and drives penetration testing within a defined area of business activity.

Delivers objective insights into the existence of vulnerabilities, the effectiveness of defences and mitigating controls.

► Understanding the responsibility levels of this skill

Levels of responsibility for this skill



English ▼

Links to bodies of knowledge and standard skills profiles

Responsibility profiles knowledge

Selected SFIA skills

Information assurance

Security assessment

Intelligence

Cyber operations

Penetration testing

Incident response

Security management

Security operations

Information

Vulnerability

Short links

Web navigation to find the skills you need

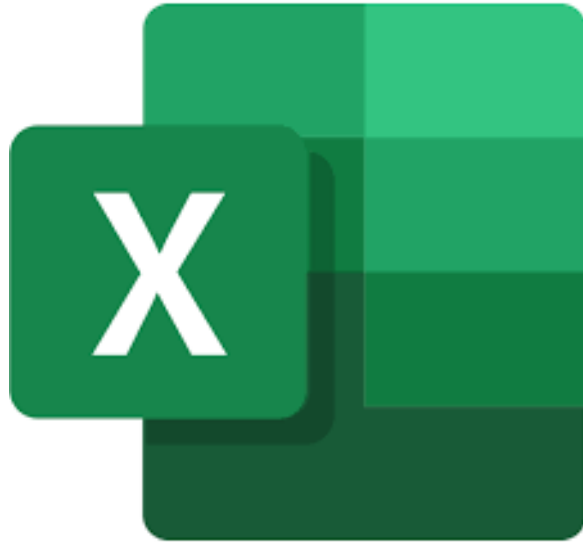
5. Moving to SFIA 9

SFIA Update process is to focus on current (modern) industry needs:

So ...

- The industry is used to change ...
- SFIA has always changed incrementally to address the current industry needs
- But ... SFIA 8, 7 & 6 are still available

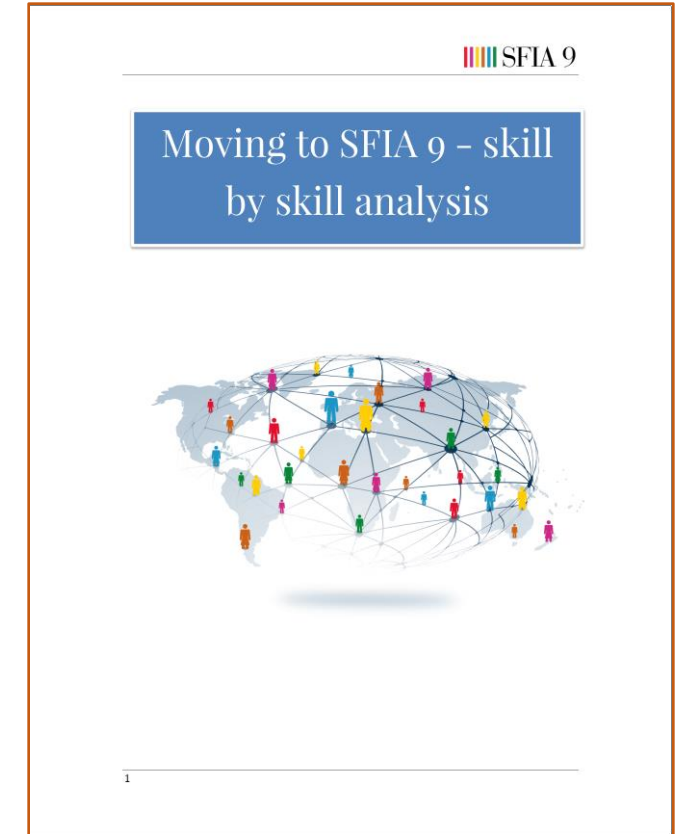
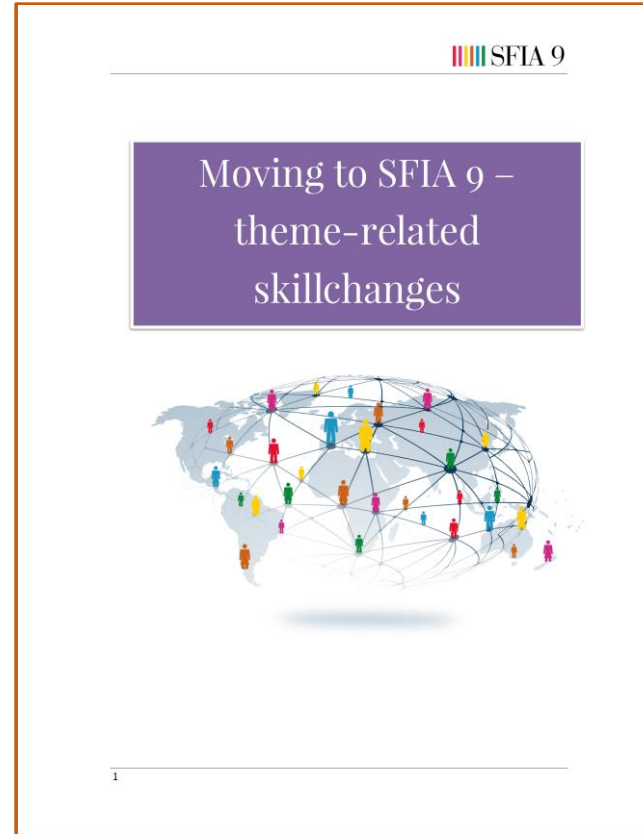
Moving to SFIA 9 – Resources to help you



SFIA 9 Change Tracker
(Filter and sort)

Every skill page:

- Revision Notes on SFIA 9 skills
- Moving to SFIA 9 Guidance on SFIA 8 skills



2 Guides

Any organisation new to SFIA should simply adopt/use SFIA 9

- Also ... if investigating or just started with SFIA 8, consider moving to SFIA 9 as part of ongoing work

Skills-based organisations – SFIA 9 is an even richer resource:

- Organisations with significant SFIA 8 (or earlier) collateral should look at their best migration path

Discuss or seek help:

- Contact the SFIA Foundation directly (ops@SFIA-online.org / updates@sfia-online.org)
- Community support through the Foundation / User Forums
- Speak to your SFIA Partner or Consultant

You don't have to *right now* ... previous versions of SFIA are still available

- Many organisations embed SFIA into their people management systems
- They are getting good benefits from using an earlier version of SFIA
 - So ... don't rush, consider the impact and work out your own migration path (if appropriate)
 - There are benefits in updating ... *at an appropriate time (SFIA 8 & 7 are still available)* :

BUT ...

- SFIA 9 has been developed to reflect business/industry needs
 - Much richer content in SFIA 9 ...
 - Updates to SFIA Framework Level descriptions, Generic Attributes and Professional Skills
 - Presentation enhanced to make SFIA easier to consume
 - New supporting assets such as SFIA Views will only be created for the current SFIA version

6. Making SFIA Easier to Consume

Not tied to a release – SFIA is more than just the framework itself

- Recent changes – making SFIA easier to consume

Refreshed the explanation about SFIA – how it all fits together

- The Levels of Responsibility
- The Generic Attributes, Professional Skills and Knowledge working together

Refreshed website presentation

- Levels of Responsibility – and Essence Statements
- Generic Attributes – Guidance, Business Skills explicitly identified
- Professional Skills – presentation and integration of Level Essence Statements
- Skills search function ...
- ... *more planned* ...

Summary of work to make SFIA easier to consume



work for the digital world

English

SFIA 9 Help and resources User forum News Search Site Search

making SFIA easier to consume

Recent changes - making SFIA easier to consume

Self-Assessment - This is a new resource designed to enhance individual individuals get the most from their self-assessment.

You to search for a skill title, skill code, or any keyword. This keyword for you to select from.

SFIA content: To help employers and other SFIA users embed links to SFIA documents.

- **SFIA 9 tracker:** To help users track planned changes and understand the expected impact
- **Prototypes for SFIA v9 Levels of responsibility and generic attributes:** adding 'Guidance notes' for all skills and creating a short description of each level of responsibility and generic attributes.
- **Visualising career paths with SFIA:** published pdfs visuals which align career paths with SFIA levels and descriptions. SFIA levels and descriptions.
- **SFIA fundamentals quiz:** In collaboration with the Open University, we published an interactive quiz for both new and seasoned users to enhance their understanding of SFIA fundamentals.
- **New interactive PDF - SFIA skills profiles:** In response to high user engagement and feedback, we published a new interactive PDF version of the SFIA skills profiles, featuring live hyperlinks for easier access and navigation.
- **Company logos on SFIA Website:** We added a logo carousel on the homepage to display the logos of supporting organizations, offering a way for companies to show their support for SFIA.
- **SFIA Foundation's new video:** This short video provides an overview of **Skills Management** mainly targeting new SFIA users.
- **Revamped SFIA cybersecurity view:** We created a new landing page for cybersecurity with enhanced graphics and content, illustrating how SFIA supports both cybersecurity professionals and organizations.
- **UK Cyber Security Council partnership:** The UK Cyber Security Council (UK CSC) has become a SFIA Partner, joining other cybersecurity organizations in supporting nationally recognized standards for cybersecurity.
- **Alternative designs of the A3 summary chart**
 - **Reordering of skill categories:** In response to user feedback, this version makes Development, Delivery, and Change skills more prominent and accessible.
 - **Highlighting SFIA skills for "typical" IT organisations:** This showcases skills associated with typical IT functions, aiding users in navigating the extensive range of skills in the framework.
- **Skills for Agriculture framework:** The Skills for Agriculture (SFA) framework, aligned with SFIA, has been developed to standardize language, define job roles, and support career progression in the agriculture sector, increasingly supported by technology.
- **Procurement skills view:** The Australian public sector procurement community has created a "Procurement View" of SFIA skills, aligning them to a procurement lifecycle.
- **Website updates:** Incremental changes added to the SFIA Foundation website for a more organized and user-friendly experience.
- **SFIA Roadmap:** The "Future SFIA" section has been renamed "Roadmap," outlining prospective changes for SFIA v9 and other community improvements.
- **Making SFIA easier to consume:** Development of a REST API for SFIA skills and responsibility levels is underway, with a call for help in testing.
- **US English version of SFIA 8:** US English versions of documents published for the growing number of SFIA users in the United States.
- **NICE work roles and SFIA:** An approach to integrate cybersecurity jobs and architecture based on the US National Initiative for Cybersecurity Education (NICE) work roles with SFIA.
- **Business Analysis BABOK and role profiles:** The IIBA UK working group has updated the BABOK v3 mapping to SFIA 8 and created generic job descriptions for various business analysis roles.
- **Brazilian Portuguese translation of SFIA 8:** SFIA 8 is now available in Brazilian Portuguese, expanding its accessibility to a wider audience.
- **New board member and strategic imperatives:** Chris Fechner joins the SFIA Foundation Board, focusing on making SFIA easier to use, and the Foundation refreshes its strategic imperatives to emphasize community-led ecosystem support.
- **User Forum section on website:** The website now features a User Forum section, offering a platform for sharing ideas, approaches, and practices to support the effective use and adoption of the SFIA Framework.

Help and Resources, User Forum, Sharing news, guidance etc

SFIA Views

- SFIA – a framework for cyber security skills
- SFIA – a framework for cloud computing skills
- SFIA – a framework for AI – currently at beta, under development
- Agile, DevOps, Big Data/Data Science, Enterprise IT, Digital Transformation Digital Health
- *Other SFIA Views to be developed*

Sample Role Profiles and Career Path Illustrations

- Illustrative Digital Roles
- Cybersecurity Role Profiles and Career Paths
 - SFIA – Levelled NICE Work Roles
 - SFIA – UKCSC Specialism Career Paths and Role Profiles
- Digital Healthcare Role Profiles (in development)
- SFIA Assessment Guidance
 - SFIA – Visual guide to self-assessment

Just ... some of the SFIA
support assets being
updated for SFIA 9:

More planned as part of bringing existing assets up to Release 9

SFIA views – updates or in progress

- The conventional view of SFIA used for the summary chart and framework reference guide
- Categories & sub-categories

SFIA 9

Full framework



- A framework for Agile
- Specific guidance for use of SFIA skills within an Agile environment

SFIA 9

Agile



- A framework for DevOps
- Specific guidance for use of SFIA skills within a DevOps environment

SFIA 9

DevOps



- A framework for Data/Data Science
- Specific guidance for use of SFIA skills within a data and data science environment

SFIA 9

Big data/Data science



- A framework for Enterprise IT
- Specific guidance for use of SFIA skills within an enterprise IT environment

SFIA 9

Enterprise IT



- A framework for Digital transformation
- Specific guidance for use of SFIA skills within a digital transformation environment

SFIA 9

Digital transformation



- A framework for Digital Health Roles
- Specific guidance for use of SFIA skills within a digital health environment
- Illustrative Digital Health Role Profiles

SFIA 9
In Dev

Digital Health

- [A framework for cloud computing skills](#)



Cloud Computing

SFIA 8 to 9
In Progress

- A framework for AI skills (BETA)



AI - Beta
In Development

SFIA 9
In Dev

- [A framework for cyber security skills](#)



Cyber security
InfoSec

SFIA 8 to 9
In Progress

- Skills-based job analysis
- Mapping learning products to SFIA
- Guidance for mapping learning products to SFIA
- ... *much more* ...

Downloads

A selection of more than 40 illustrative SFIA skills profiles

COBIT 2019 governance objectives and SFIA

The recent publication of COBIT 2019 included a mapping of SFIA skills to the People, Skills and Competencies component of the COBIT 2019 Governance and management objectives-detailed guidance document.

Background

COBIT is the global standard for IT governance. It provides a framework for IT governance and management. It is the only standard that covers the entire IT lifecycle, from strategy to operations. It is the only standard that is endorsed by the world's leading IT organizations. It is the only standard that is recognized by the ISO 9000 family.

Mapping SFIA 8 skills to service management practice areas and roles

Mapping SFIA 8 skills to ITIL® 4 practice areas and service management roles.

NICE visualisations


The illustrations show how SFIA - a common language for skills - can be used to map skills to roles in a role family.

Illustrative levelled roles in a role family

Illustrative levelled roles in a role family. The illustration shows how SFIA - a common language for skills - can be used to map skills to roles in a role family.


Illustrative levelled roles

Illustrative levelled roles. The illustration shows how SFIA - a common language for skills - can be used to map skills to roles in a role family.




Skills Framework
for the Information Age

SFIA 9




About SFIA



Skills Framework
for the Information Age

SFIA 9



The framework reference


SFIA 9 Summary Chart

The global skills and competency framework for the digital world

Category	SFIA Level 1	SFIA Level 2	SFIA Level 3	SFIA Level 4	SFIA Level 5	SFIA Level 6	SFIA Level 7
Strategy and architecture	1	2	3	4	5	6	7
Development and implementation	1	2	3	4	5	6	7
Delivery and operation	1	2	3	4	5	6	7
People and skills	1	2	3	4	5	6	7

The SFIA Foundation is the global not-for-profit organisation which owns the SFIA Framework for the Information Age. SFIA 9 is a registered trademark of the SFIA Foundation. © copyright 2020 SFIA Foundation.

www.sfia-online.org




7. What Next?

Finalise Translations (move from 'Beta' to 'Released')

Focus on making SFIA Easier to Consume and supporting the global community

- New SFIA Support Assets
- Collaborations
- Framework Interoperability

Further develop the support infrastructure

8. Close

<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

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

SFIA is more than just the global common language for skills – it is an engaged global community:

- The SFIA Framework and all support assets are developed by the community for the community

You should get involved to continue to evolve and build on this rich resource for the good of all

Contact the SFIA Foundation directly (ops@SFIA-online.org / updates@sfia-online.org)

- Questions or queries you may have about SFIA in general or SFIA 9 specifically
- Tell us your story, tell us about how you use SFIA
- Tell us about the issues you face in developing skills and competencies
- Tell us what you would like to see in the future

Finally ... Link to query form ... <https://forms.office.com/e/fBa4bGcQRi>

- Not had time to go through everything
- Tell us what you'd like to hear more about – queries about SFIA 9 or its use



SFIA defines the skills and competencies required by professionals who design, develop, implement, manage and protect the data and technology that power the digital world.

SFIA 9 – Launch

SFIA Foundation

Peter Leather

updates@sfia-online.org

[LinkedIn](#)

Ian Seward

ops@sfia-online.org

[LinkedIn](#)

(Remember to register on the SFIA Website ... and talk to us about your use of SFIA)