



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

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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

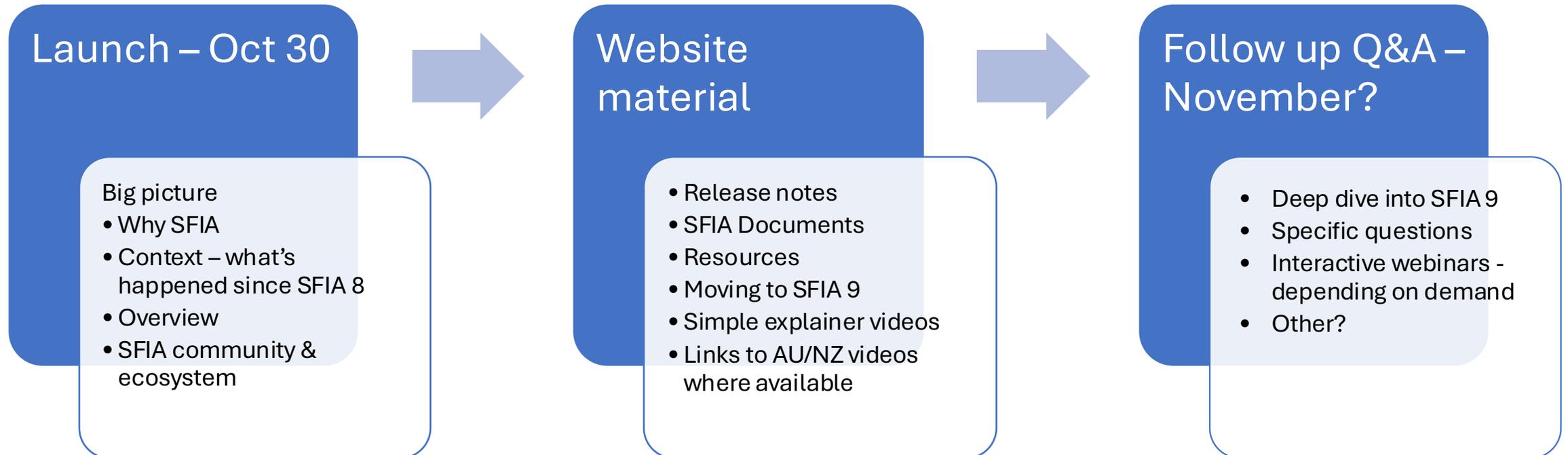
1. Introductions to the SFIA 9 Launch Webinar
2. The SFIA Foundation and its Objectives
3. The SFIA Update Process
4. SFIA 9
5. Moving to SFIA 9
6. Making SFIA Easier to Consume (and other support assets)
7. What Next
8. Close

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

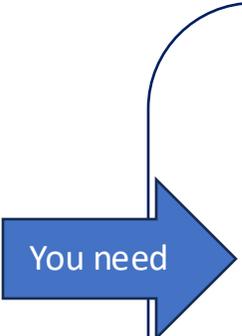




2. The SFIA Foundation

Skills-based recruitment
 Career paths
 Talent management
Reskilling Capability
Skills first Upskilling
Skills-based organisation
 Workforce management
 Job mobility

What Industry Wants



Systematic people development processes

- Workforce Planning
- Skills Acquisition
- Skills Deployment
- Skills Assessment
- Skills Analysis
- Skills Development



SFIA the global common language for skills

- Reflects Industry & Employment
- Useful and Usable
- Consistent and Reliable
- Open and Available
- Tried and Tested
- Globally Supported
- Trusted Resource**

To develop greater capability and capacity within the global digital workforce

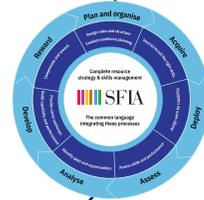


A straightforward, generic skills and competency framework that reflects industry needs

Generative AI Solutions



Consistent & Trusted Resource



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

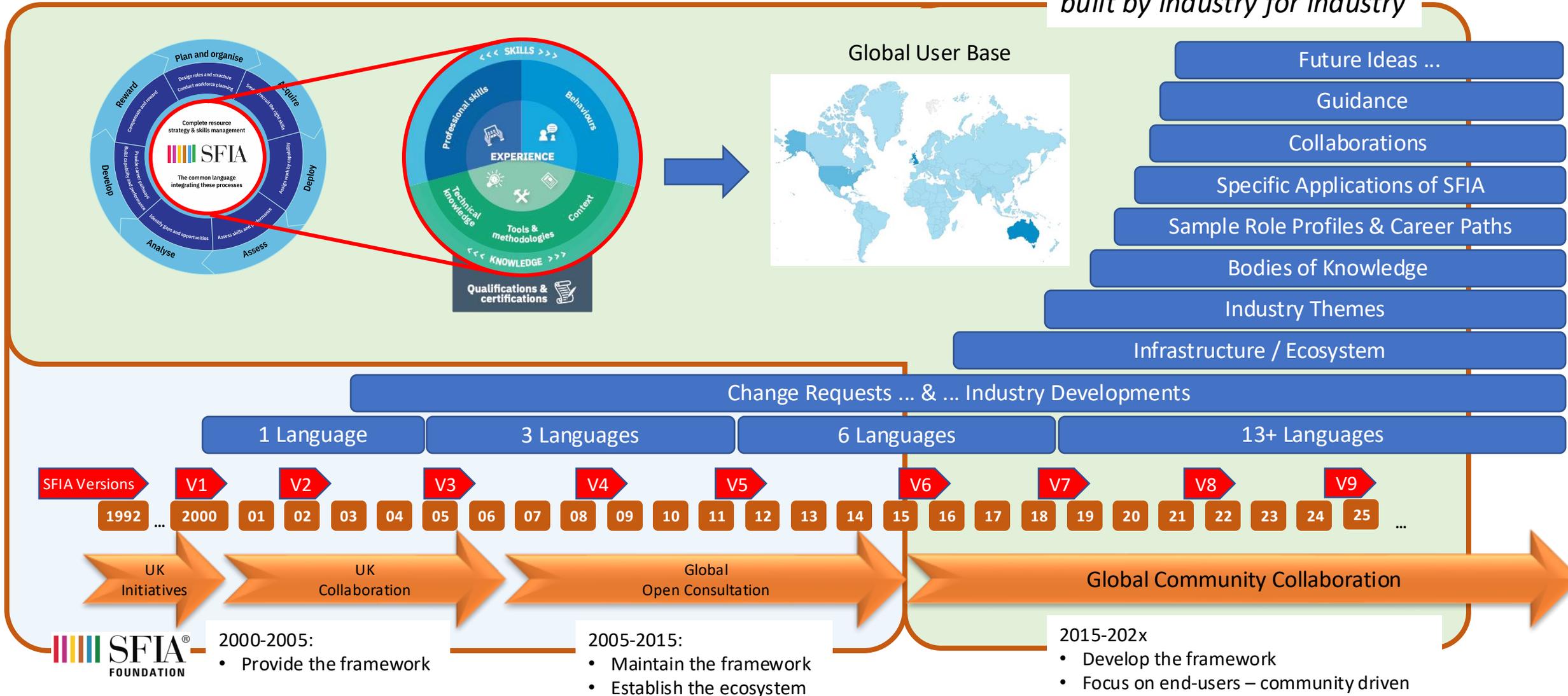
Engaged global community

- 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



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

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

- 2015-202x
- Develop the framework
 - Focus on end-users – community driven
 - More than just the framework ...



SFIA global ecosystem



Employers

Accredited
Partners &
Consultants

Industry
frameworks

Individuals

Professional
bodies

Other
competency
frameworks

SFIA

Tools using
SFIA

Education
providers

BoK
owners



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

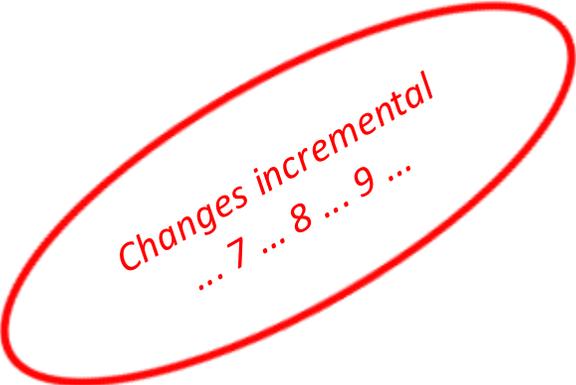
Check back, review, test, beta release

... 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)*

A red hand-drawn oval callout containing the text "Changes incremental" in red, with "... 7 ... 8 ... 9 ..." below it, indicating that the changes are incremental across levels 7, 8, and 9.

Changes incremental
... 7 ... 8 ... 9 ...



*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

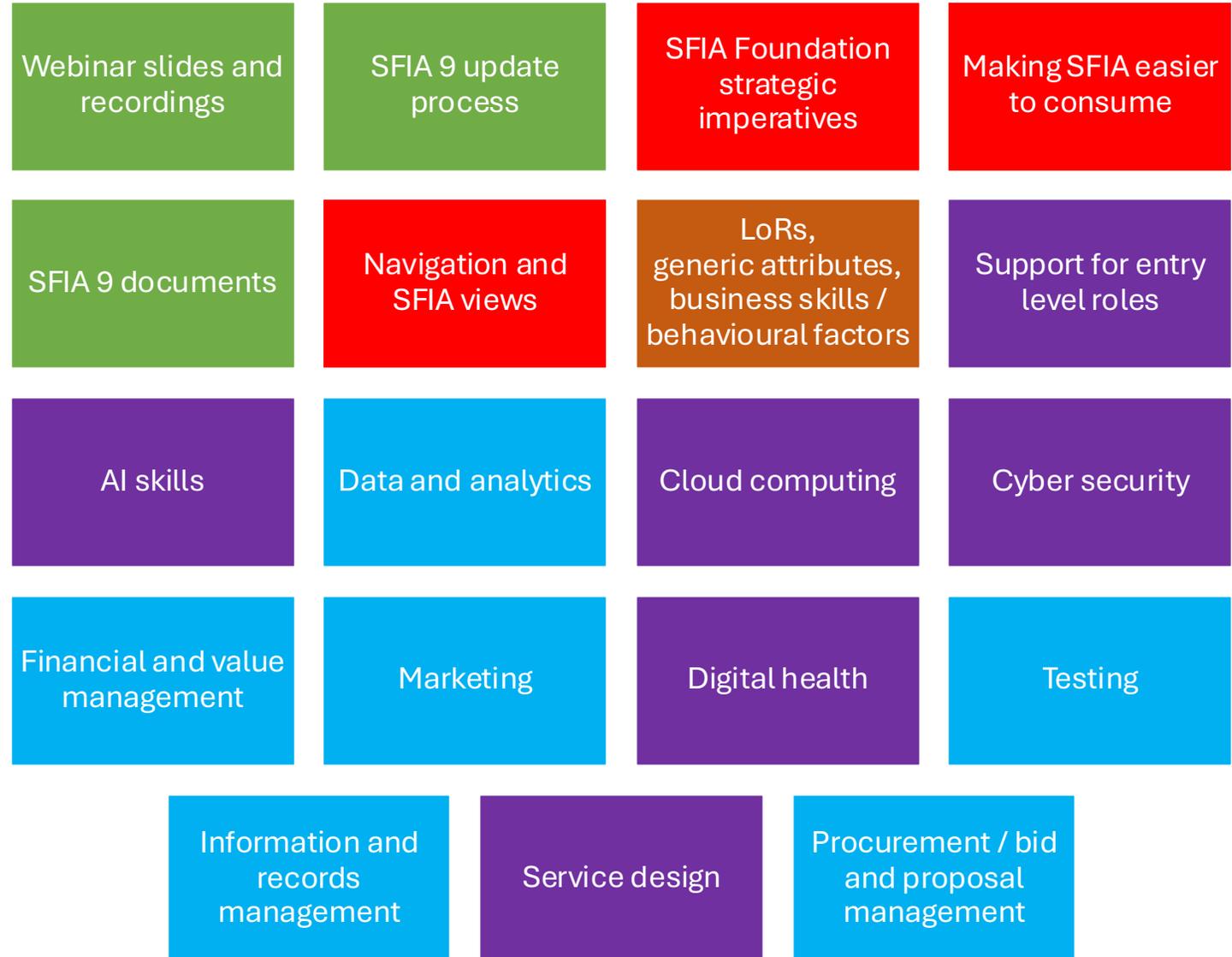
The SFIA Framework itself:

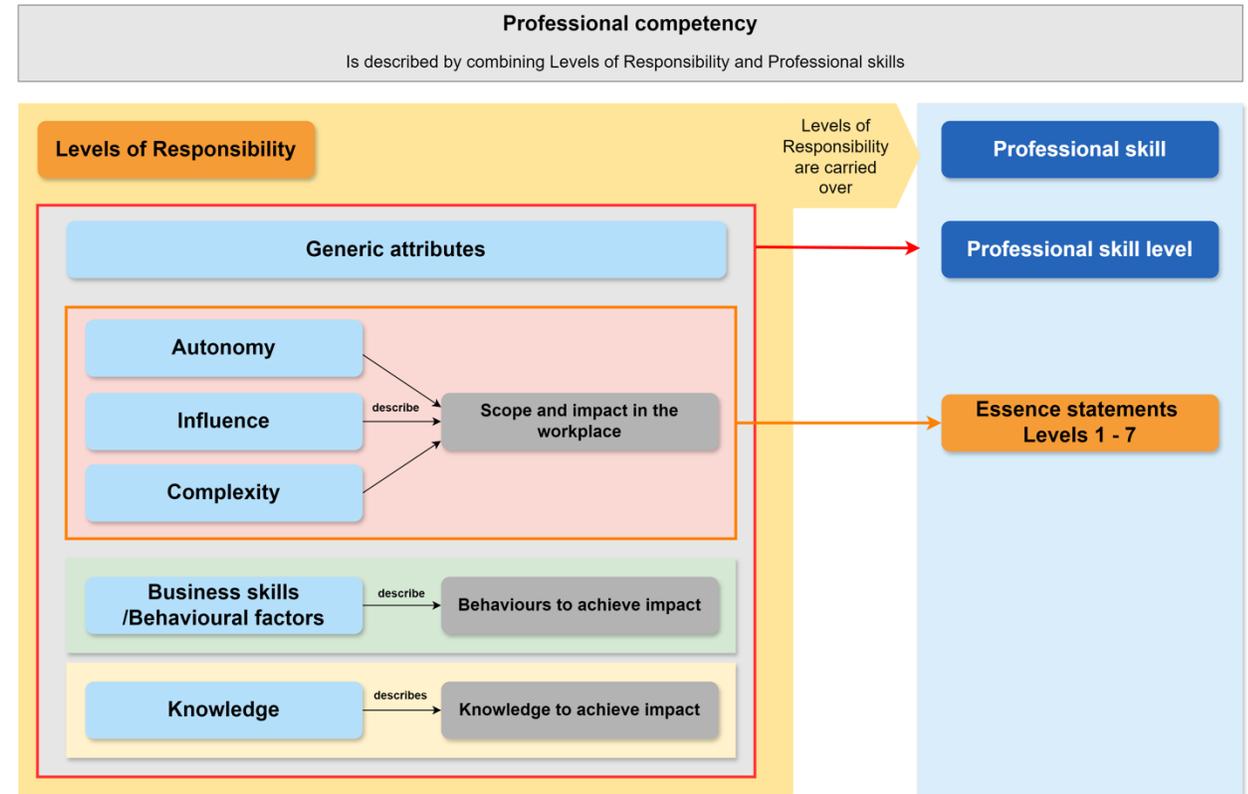
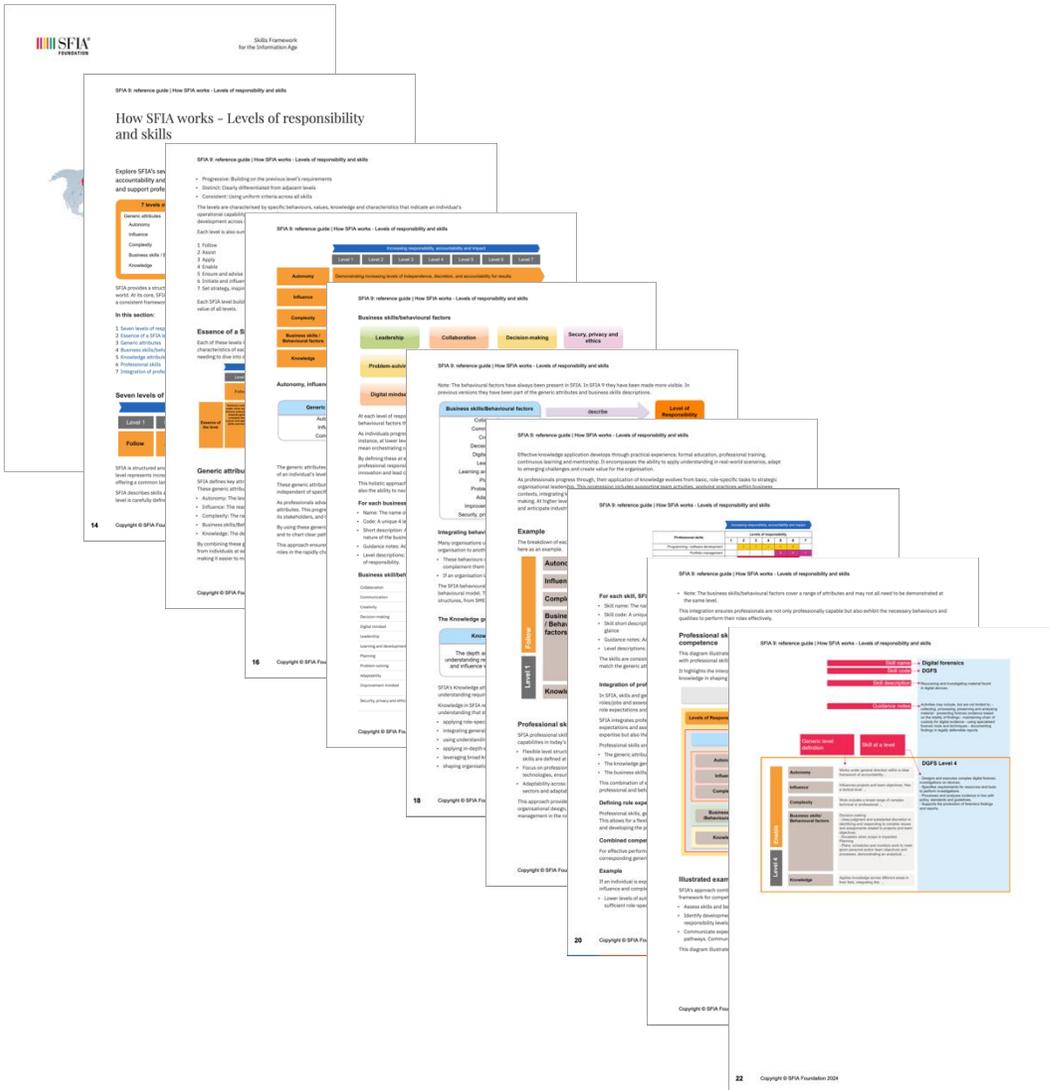
- The concepts, values and framework integrity
- The relationship and integration of the components
- The approach to the framework refresh
- *The industry and employment focus ...*
 - *Useful to industry, usable by industry*
 - *Focussed on developing workforce capability*

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:

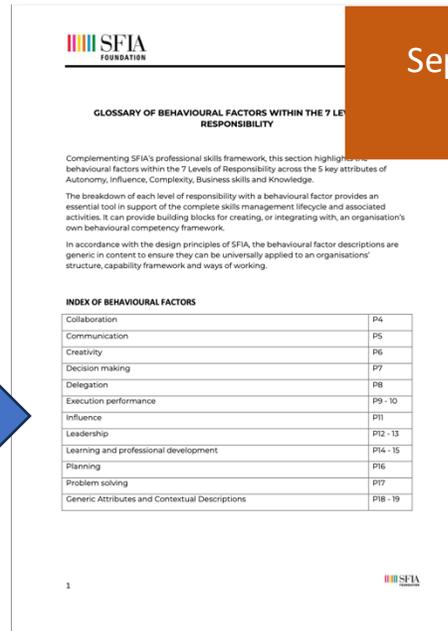
- Autonomy
- Influence
- Complexity
- Knowledge

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
SFIA's Level Names Unchanged	Follow	Assist	Apply	Enable	Ensure, advise	Initiate, influence	Set strategy, inspire, mobilise
Essence New for SFIA 9	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.

**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.

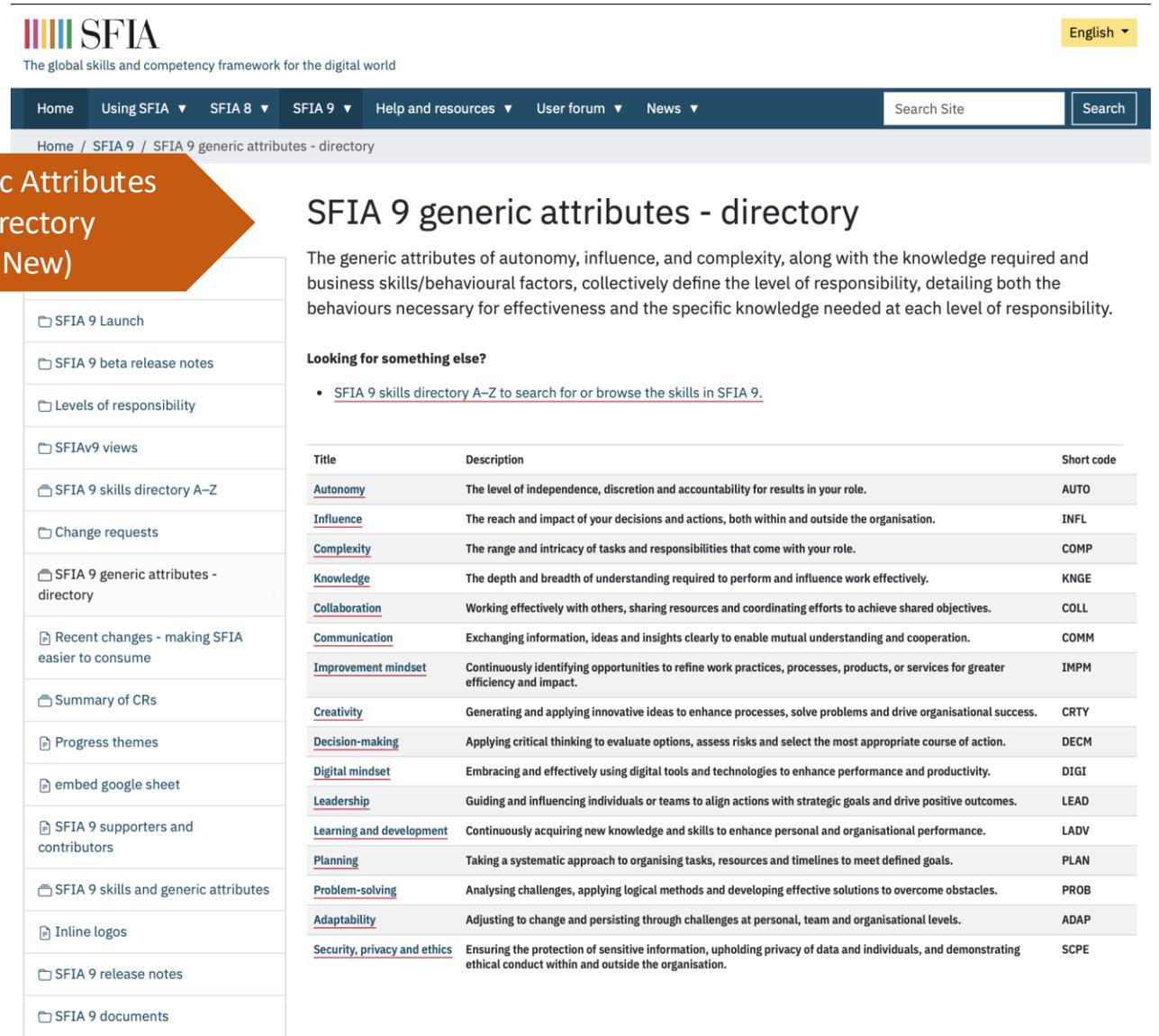
Existing Business Skills

**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)

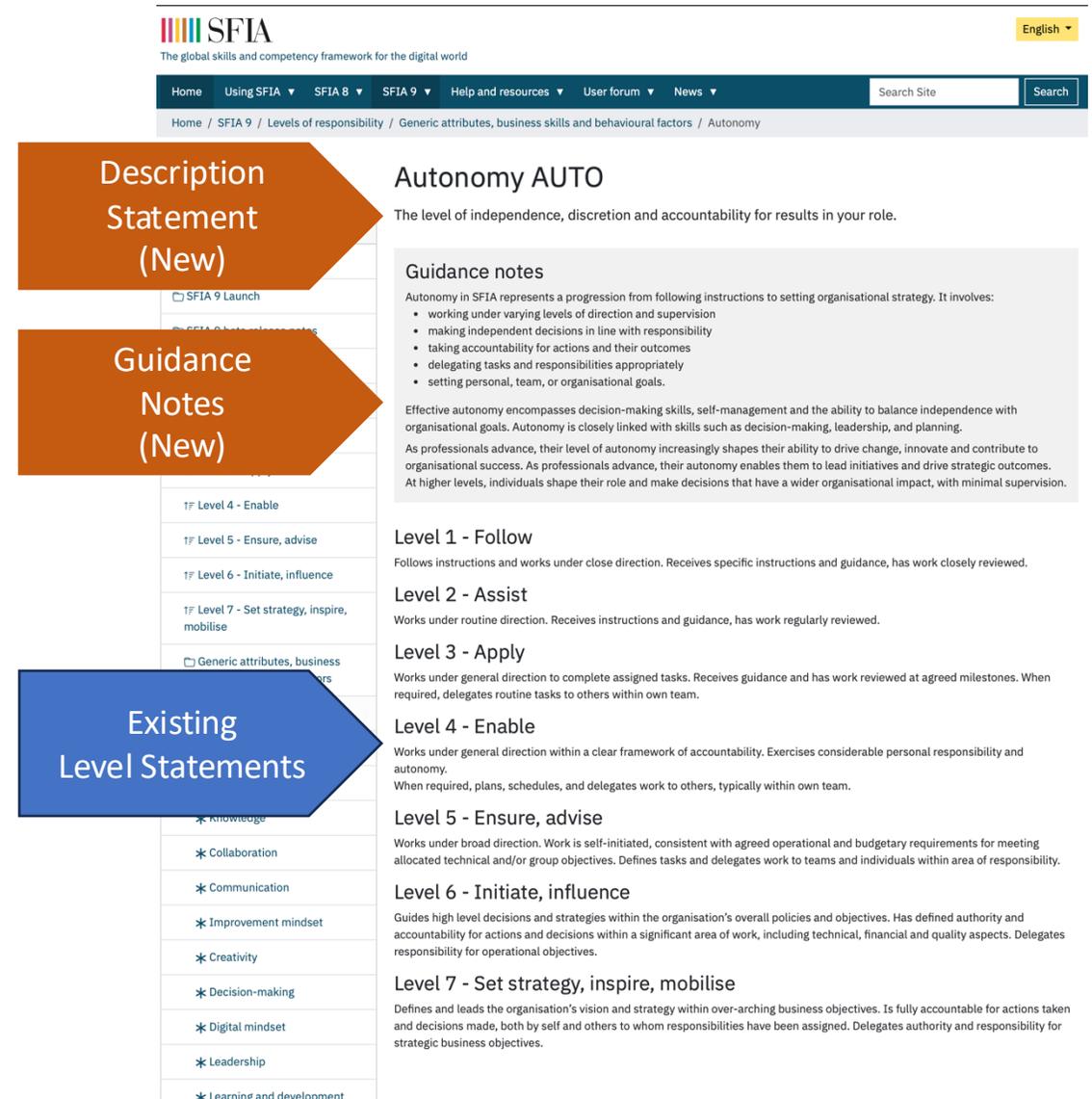


The screenshot shows the SFIA website header with navigation links for Home, Using SFIA, SFIA 8, SFIA 9, Help and resources, User forum, and News. A search bar is present on the right. Below the header, a breadcrumb trail reads 'Home / SFIA 9 / SFIA 9 generic attributes - directory'. The main content area is titled 'SFIA 9 generic attributes - directory' and includes a description of the generic attributes, a 'Looking for something else?' section with a link to the skills directory, and a table of attributes.

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

Readability refresh and Guidance notes:

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



The screenshot shows the SFIA 9 website interface. At the top, there is a navigation menu with options like 'Home', 'Using SFIA', 'SFIA 8', 'SFIA 9', 'Help and resources', 'User forum', and 'News'. A search bar is also present. The main content area is titled 'Autonomy AUTO' and includes a 'Description Statement (New)' and 'Guidance Notes (New)'. The 'Guidance Notes' section contains a list of bullet points and a paragraph of text. Below this, there are seven levels of autonomy, each with a brief description. A blue arrow points to the 'Existing Level Statements' section, which lists various skills and competencies.

Description Statement (New)

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

Guidance notes (New)

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.

Existing Level Statements

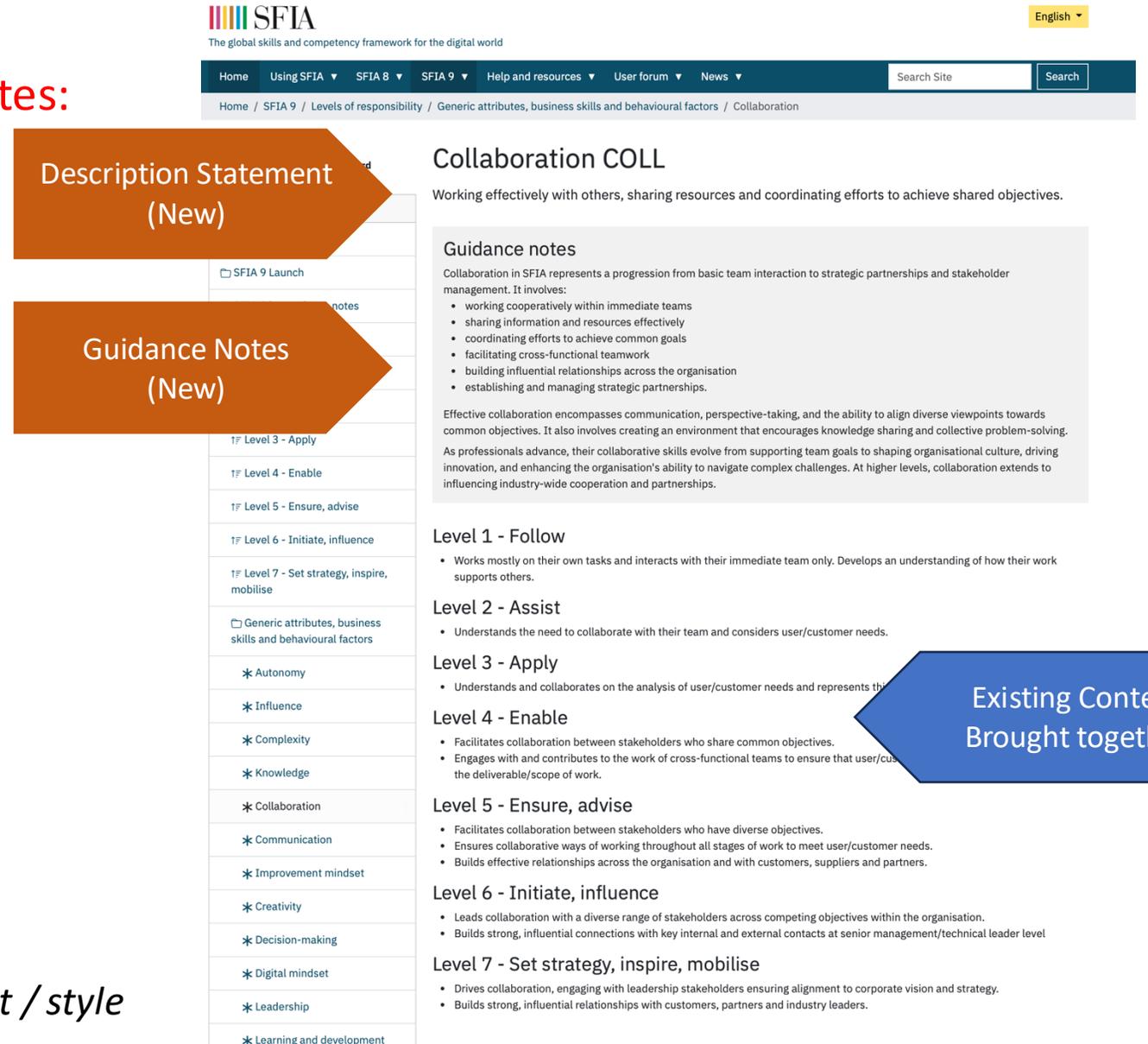
- 1F Level 4 - Enable
- 1F Level 5 - Ensure, advise
- 1F Level 6 - Initiate, influence
- 1F Level 7 - Set strategy, inspire, mobilise
- Generic attributes, business
- * Knowledge
- * Collaboration
- * Communication
- * Improvement mindset
- * Creativity
- * Decision-making
- * Digital mindset
- * Leadership
- * Learning and development

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. At the top, there is a navigation menu with options like 'Home', 'Using SFIA', 'SFIA 8', 'SFIA 9', 'Help and resources', 'User forum', and 'News'. A search bar is also present. Below the navigation, the breadcrumb trail reads: 'Home / SFIA 9 / Levels of responsibility / Generic attributes, business skills and behavioural factors / Collaboration'. The main content area is titled 'Collaboration COLL' and includes a description: 'Working effectively with others, sharing resources and coordinating efforts to achieve shared objectives.' Below this, there is a 'Guidance notes' section with a detailed paragraph and a bulleted list of key behaviors. The page also features a list of levels from Level 1 to Level 7, each with a brief description and a bulleted list of specific actions. Two orange callout boxes point to the 'Description Statement (New)' and 'Guidance Notes (New)' sections. A blue callout box points to the 'Existing Content Brought together' section.

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

Category	Skill Code	1	2	3	4	5	6	7
Strategy and architecture	Strategy and planning							
	ITSP							
	ISCO							
	IRMG							
	STPL							
	ARCH							
	INCV							
	EMRG							
	RSCH							
	SUST							
	Financial and value management							
	FMIT							
	INVA							
	BENM							
	BUDF							
FINAN								
COGM								
DEMM								
MEAS								
Security and privacy								
SCY								
INAS								
PEP								
VURE								
THIN								
Governance, risk and compliance								
GOVN								
BURM								
AIDE								
AUDT								
QUIM								
QUAS								
Advice and guidance								
CNSL								
TECH								
METH								
Change and transformation								
Change implementation								
POMG								
PRMG								
PROF								
DEMG								
Change analysis								
BUSA								
TEAS								
REQM								
BSMD								
BPTS								
Change planning								
BPH								
OCW								
JADN								
ORDI								
CPM								
OCCN								
Development and implementation								
Systems development								
PROD								
DLMG								
SLIN								
DESIN								
SWDM								
NTDS								
ITIN								
HWDE								
PROG								
SINT								
TEST								
NFTS								
PRIS								
PORT								
RESO								
SFEN								
SFAS								
RFEN								
ADEV								
Data and analytics								
DATM								
DTAN								
DBDS								
DAAN								
DATS								
MLNG								
BINT								
DENG								
VISL								
User centred design								
URCH								
CEXP								
ACIN								
UNAN								
HCEV								
URDY								
Content management								
INCA								
ICPM								
KNOW								
GRDN								
Computational science								
SCMO								
NIUN								
HPCC								
People and skills								
People management								
PERM								
EMP								
DFCL								
PROV								
WPPL								
RESC								
Skills management								
ETMG								
TNCR								
ETDL								
LEDA								
CSOP								
TEAC								
SUBF								
Delivery and operation								
Technology service management								
ITMG								
ASUP								
ITOP								
SYSP								
NTAS								
NSDN								
CTMG								
RELM								
DEPL								
STMG								
DCMA								
Service management								
SLMO								
SCMG								
AMPT								
CDP								
CPMG								
USUP								
PRMG								
CHMG								
ASMG								
SEAC								
Security services								
SCAO								
JAMT								
VUAS								
DGFS								
CCIM								
OCOP								
PENT								
Data and records operations								
RMGT								
ANCC								
DBAD								
Relationships and engagement								
Stakeholder management								
SRIC								
SUPP								
ITCM								
RLMT								
CSAC								
ADMAN								
Sales and bid management								
BBDM								
SALE								
SSUP								
Marketing								
MRTG								
MRCR								
BRMG								
CELO								
MRCAL								
DIGM								

The global skills and competency framework for the digital world

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 Competency 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 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.	Influences the organisation significantly, makes high-level decisions, shapes policies, demonstrates thought leadership, fosters collaboration, and accepts 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:

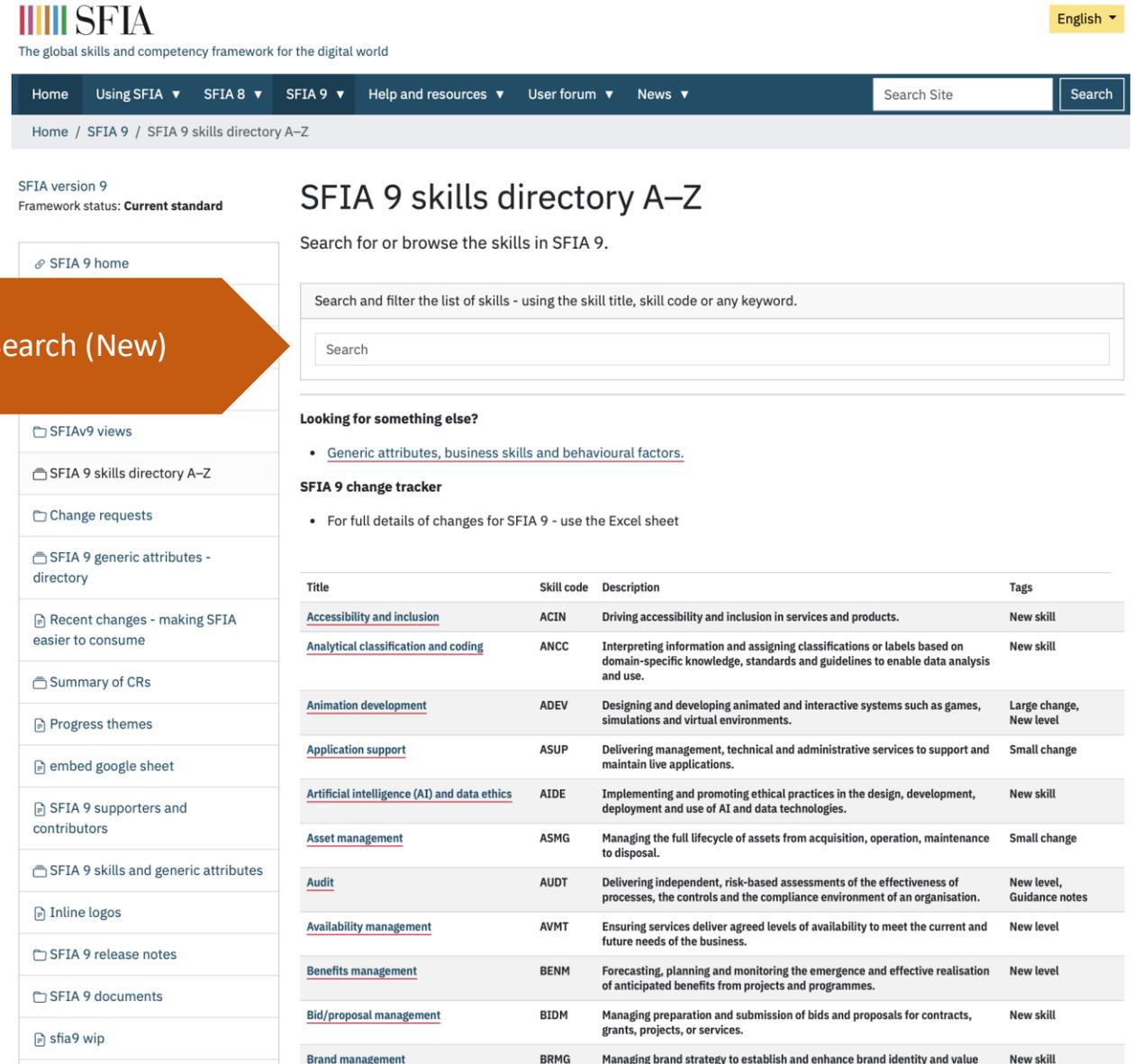
- All skills reviewed and refreshed
- New skills / additional levels (existing skills)
- Guidance notes reviewed and refreshed

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. At the top, there is a navigation bar with links for Home, Using SFIA, SFIA 8, SFIA 9, Help and resources, User forum, and News. A search bar is located on the right side of the navigation bar. Below the navigation bar, the page title is "SFIA 9 skills directory A-Z". A search bar is prominently displayed in the center of the page, with a large orange arrow pointing to it from the left, labeled "Search (New)". Below the search bar, there is a section titled "Looking for something else?" with a link to "Generic attributes, business skills and behavioural factors." and 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 of the page, there is a table of 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 business 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.

▶ Understanding the Levels of Responsibility

Understanding Levels of Responsibility (Link from skills)

Levels of responsibility for this skill 2 3 4 5 6

▶ **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 security
 - Vulnerability management
- Short links

Web navigation to find the skills you need

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.

▼ 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.

▶ Revision notes

Guidance notes

Penetration testing may be a stand-alone activity or a approval to operate.

Activities include, but are not limited to:

- ethical hacking (using the same tools and techniques 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.

▶ Understanding the responsibility levels of this skill

Levels of responsibility for this skill

Links

Skills directory A

Links to bodies of knowledge and standard skills profiles

- SFIA version Framework
- Skills directory A
- Responsibility profiles
- Knowledge
- Selected SFIA skills
- Information assurance
- Security assessment
- Intelligence
- Cyber operations
- Operational testing
- Penetration testing
- Project and change management
- Security operations
- Information management
- Vulnerability management

Web navigation to find the skills you need

Short links

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

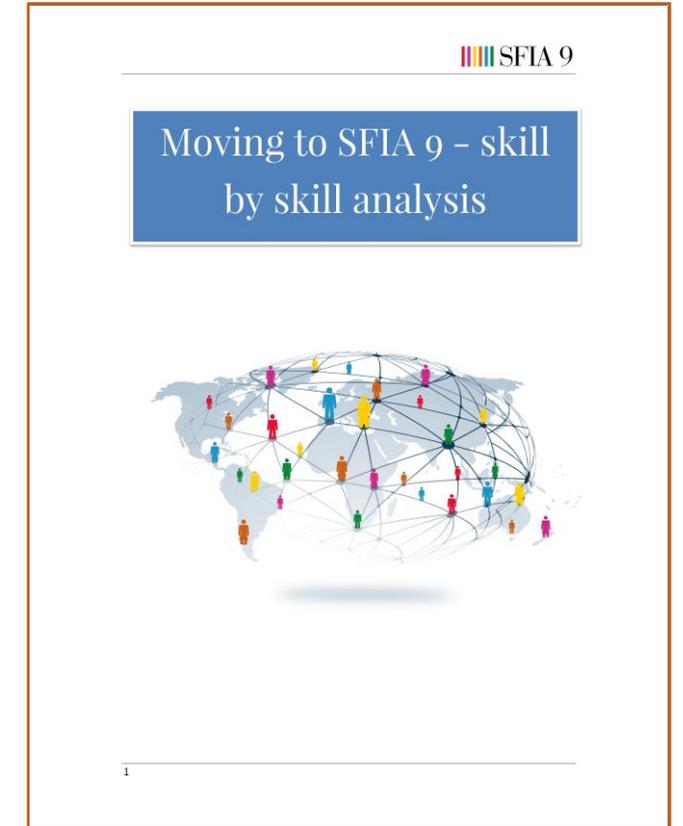
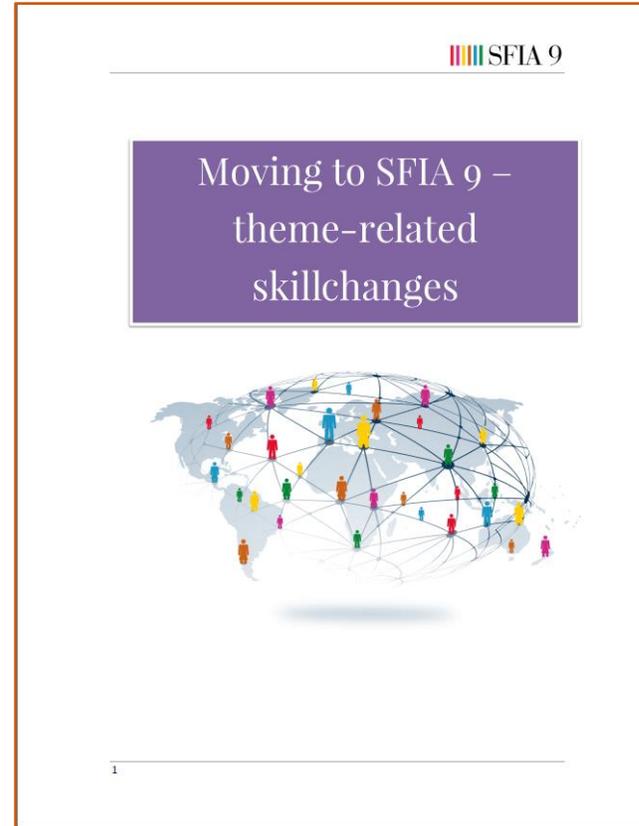
Moving to SFIA 9 – Resources to help you



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

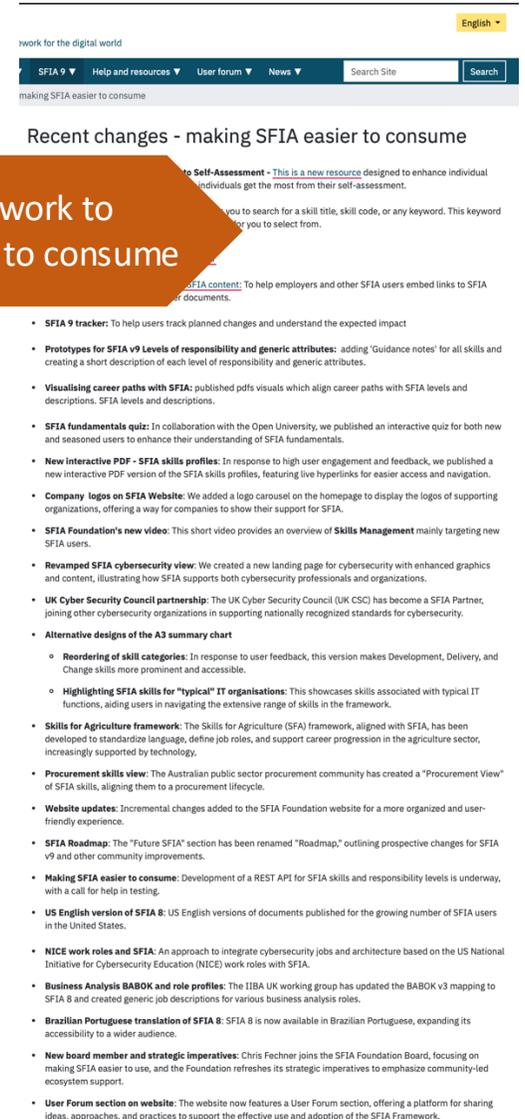
Refreshed the explanation about SFIA – how it all fits together

- 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

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 can 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

A red oval callout containing text.

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

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

- 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

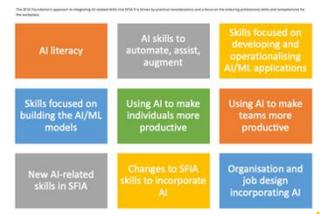
- [A framework for cloud computing skills](#)



SFIA 8 to 9 In Progress

Cloud Computing

- A framework for AI skills (Beta)



SFIA 9 In Dev

AI - Beta In Development

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



SFIA 8 to 9 In Progress

Cyber security InfoSec

Help and Resources / User forum – illustrations, mappings and downloads

- Sample role profiles – explanations of roles vs skills
 - Illustrative digital roles
 - APSC Roles (via APSC Career pathfinder)
 - SFIA – Levelled NICE Work Roles
 - SFIA – Levelled UKCSC Specialisms
 - ENISA ECSF Roles
 - DDaT
 - Digital Health
- Mappings
 - COBIT / ITIL / Trainings and qualifications
- Assessment Guidance
 - Self-assessment guidelines
 - A visual guide to self assessment
 - Independent assessment guidance
 - Assessor guidance
- Evolving Community Practice
 - Skills-based job analysis
 - Mapping learning products to SFIA
 - Guidance for mapping learning products to SFIA
 - ... much more ...

A selection of more than 40 illustrative SFIA skills profiles

Illustrative SFIA skills profiles

Architecture role family	
Role: Enterprise architecture practitioners	Roles responsible for developing, maintaining, communicating and governing Enterprise Architectures and roadmaps, ensuring alignment with corporate strategies, business goals and technology strategies and plans.
Example Job Titles:	Look at these SFIA skills and levels first:
Enterprise Architect, Lead	5-7 SPL
Enterprise Architect, Chief	2-6 REQM
Enterprise Architect, Data Architect, Innovation Architect, Business Architect, Strategy Architect, Security architect, Cloud architect	4-7 ITSP 2-6 METL 2-6 DATM 2-5 DTAN
	Other SFIA skills and levels to consider:
	2-6 BUSA
	4-6 DEMM
	6-7 ISCO
	2-7 SCTY
	2-7 EPRE
	2-6 FEAS
	4-6 EIMG
	5-7 INOV
	4-7 RLMT
	5-7 SCEN
	2-7 ORCO
	2-7 RLGL

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.

Mapping SFIA 8 skills to service management practice areas and roles

Mapping SFIA 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 NICE Design and Development Work Roles 1.0.0.

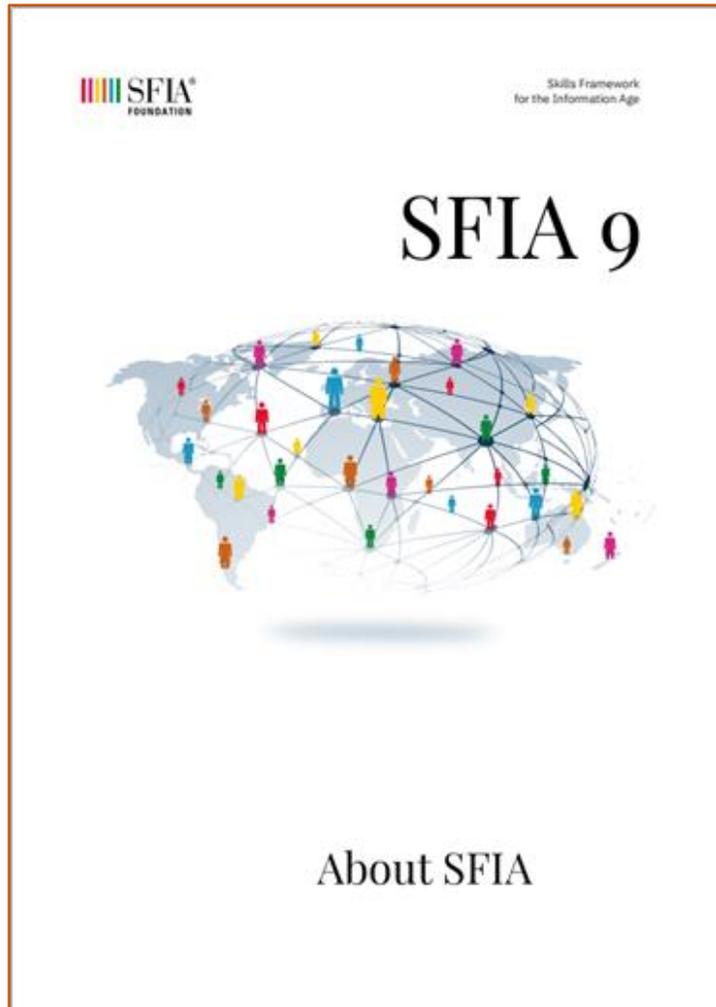
Illustrative levelled roles in a role family

Cyber Defense Infrastructure Support

Role	SFIA Level	Key Skills
Senior Cyber Defense Infrastructure Support	SFIA Level 5	Advanced technical skills, strategic thinking, leadership, and complex problem-solving.
Senior Cyber Defense Infrastructure Support	SFIA Level 4	Advanced technical skills, strategic thinking, and complex problem-solving.
Senior Cyber Defense Infrastructure Support	SFIA Level 3	Advanced technical skills and complex problem-solving.
Senior Cyber Defense Infrastructure Support	SFIA Level 2	Advanced technical skills and complex problem-solving.
Senior Cyber Defense Infrastructure Support	SFIA Level 1	Advanced technical skills and complex problem-solving.

Illustrative levelled roles

Professional Skills	Level 1	Level 2	Level 3	Level 4	Level 5
Security awareness	1	2	3	4	5
Information security	1	2	3	4	5
Network security	1	2	3	4	5

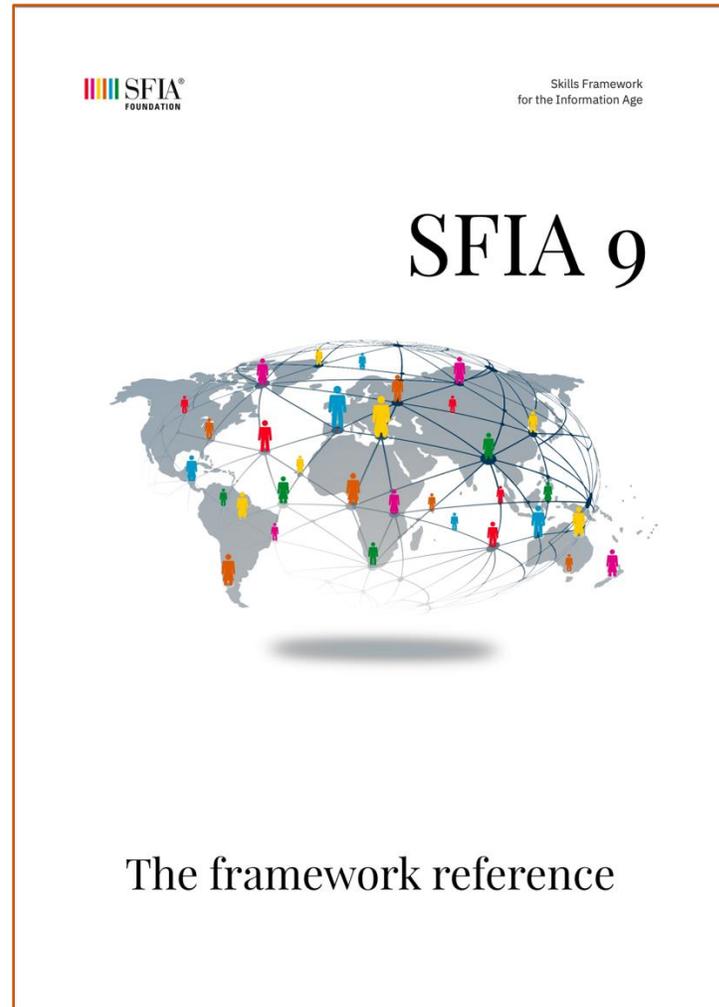


Skills Framework for the Information Age

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	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ	ISF, ISM, ISN, ISO, ISR, ISU, ISV, ISW, ISX, ISY, ISZ
Development and implementation	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSD, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ
Delivery and operation	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ	EMG, EMN, EMO, EMR, EMU, EMV, EMW, EMX, EMY, EMZ
Change and transformation	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ	PMG, PMN, PMO, PMR, PMU, PMV, PMW, PMX, PMY, PMZ
People and skills	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ	PSM, PSN, PSO, PSR, PSU, PSV, PSW, PSX, PSY, PSZ

SFIA Levels of responsibility

SFIA Level 1	SFIA Level 2	SFIA Level 3	SFIA Level 4	SFIA Level 5	SFIA Level 6	SFIA Level 7
Follow instructions, complete routine tasks under close supervision and within defined guidelines. Learn and apply basic skills and knowledge.	Assist and support others, work under routine supervision, and solve problems. Apply basic guidelines and apply basic experience.	Perform defined tasks, including routine and non-routine, using common skills and knowledge. Manage own work, assist others, and learn from experience. Proactively enhance skills and report to the employer.	Perform diverse complex tasks and projects, using common and specialist skills. Actively learn from experience, work autonomously under general direction, and contribute expertise to deliver better outcomes.	Provide authoritative guidance in their field and work, and deliver solutions through high-level decision-making. Deliver significant outcomes from complex projects and exercise judgement in evaluation.	Influence the organisation and its strategy, operate at the highest level, and deliver outcomes through high-level decision-making. Assume responsibility for strategic outcomes and ensure accountability for strategic outcomes and outcomes.	Set strategy, influence, mobilise

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

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