CONTEXT

This is substantially a SFIA Level 4 role; typically works internally within organisations to support and guide adoption of SFIA or on operational people management activities using SFIA.

PURPOSE

To support and/or execute SFIA related operational activities. To support the production of SFIA related deliverables and work products to support adoption of SFIA through project or operational activity.

TYPICAL RESPONSIBILITIES / KEY RESULT AREAS

1. Execution of SFIA related operational activities:
    - Perform detailed operational activities related to SFIA and people management
        - *E.g. resourcing, recruitment, learning & development, skills assessments, skills mapping, job descriptions*
2. Support the adoption of processes, standards for good practice in the use of SFIA:
    - Provide advice and guidance (e.g. job aids, tools, templates) to help individuals, line managers and teams adopt and adhere to operational processes
        - *E.g. resourcing, recruitment, learning & development, skills assessments, skills mapping, job descriptions, Support managers and HR colleagues in making the right resourcing choice to fill need for example permanent staff member, fixed short-term contract, experienced hire*
    - Ensure good practice is followed and that process participants are able to execute in line with policies, standards, ethical and legal requirements
        - *E.g. assessment events, recruitment practices*
3. Support for organisational change required for adoption of SFIA:
    - Support operational /project / programme teams in adoption of new processes and tools
        - *E.g. Support employees in assessing their strengths and development needs, map SFIA to org structures and teams, Help managers to identify skills and capabilities they need to deliver current and future work*
4. Support the communication of change in relation to the adoption of SFIA; creating material and or delivering communications and responding to issues and questions:
    - *E.g. FAQs, workshops, events, promotional material, intranet sites*
5. Support for designing, developing, implementing SFIA related solutions for adoption of SFIA:
    - Maintaining / improving processes for SFIA / people management activity
    - SFIA / people / skills related Project deliverables
        - *E.g. learning solutions based on SFIA skills, learning solutions to enable individuals / line managers / team adopt and adhere to SFIA related processes, career management, professional development processes, resource deployment, skills assessment*
    - Collects and analyses data related to SFIA related activities and deliverables
    - Creates routine reports, identifies opportunities and issues
    - Creates action plans and tracks to resolution
        - *E.g. data relating to skills, process performance, process compliance, engagement*

TYPICAL DELIVERABLES OR WORK PRODUCTS

Specific SFIA deliverables

- Agreed deliverables from SFIA related operational processes e.g. job descriptions, Resourcing plans, recruitment of permanent, contract, 3rd parties, skills assessments
- Improvements to people management processes incorporating use of SFIA
- Guidance, job aids, tools and templates incorporating the use of SFIA
- Maintaining SFIA skills profiles, job descriptions / role descriptions incorporating SFIA
- Maintaining organisational skills & knowledge frameworks incorporating SFIA
- SFIA Skills assessments, moderation and calibration
- Learning and development curriculum / catalogue
- Learning needs analysis
- Resourcing / recruitment plans using SFIA
- Personal development plans using SFIA
- Career planning using SFIA

Management deliverables

- Monitoring progress, action and issue tracking
- Input on own contribution to programme / project plans
- Continuous improvement of processes, methods, tools relating to the use of SFIA activity.
- Input for change management plans and communications
- Delivery of education / communication events
- Analysis of process data and recommended actions
- Implementation of improvements to processes

SKILLS, KNOWLEDGE AND EXPERIENCE

- **See SFIA Skills profile**
- Expertise in one or more specific people management processes
- Broad knowledge of principles of good practice in people management
- Supporting performance improvement / skills management, skills development
- Good knowledge of IT / Technology industry, organisations, skills, terminology, frameworks – likely to have one or more focus areas of expertise.
- Produces operational or project deliverables and outcomes using SFIA or SFIA related processes / deliverables
- Up to date knowledge on SFIA

TYPICAL INTERFACES

- IT Managers, IT professionals
- HR, L&D, Organisation Development, Change programmes
- Academic Leaders
- Service provider managers
- SFIA Foundation
- Industry networks

SFIA Accredited Practitioner (@SFIA Level 4)

Core – Mandatory for all practitioners; Optional – depending on specialism of practitioner

SFIA Responsibility Levels:

Core: Autonomy - Level 4
▪ Works under general direction within a clear framework of accountability. ▪ Exercises substantial personal responsibility and autonomy. ▪ Plans own work to meet given objectives and processes.

Core: Influence - Level 4
▪ Influences customers, suppliers and partners at account level. ▪ May have some responsibility for the work of others and for the allocation of resources. ▪ Participates in external activities related to own specialism. ▪ Makes decisions which influence the success of projects and team objectives. ▪ Collaborates regularly with team members, users and customers. Engages to ensure that user needs are being met throughout.

Core: Complexity - Level 4
▪ Work includes a broad range of complex technical or professional activities, in a variety of contexts. ▪ Investigates, defines and resolves complex issues.

Core: Knowledge - Level 4
▪ Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. ▪ Has gained a thorough knowledge of the domain of the organisation. ▪ Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and contributes to the development of others. ▪ Rapidly absorbs new information and applies it effectively. ▪ Maintains an awareness of developing practices and their application and takes responsibility for driving own development.

Core: Business Skills - Level 4
▪ Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences. ▪ Plans, schedules and monitors work to meet time and quality targets. ▪ Facilitates collaboration between stakeholders who share common objectives. ▪ Selects appropriately from applicable standards, methods, tools and applications. ▪ Fully understands the importance of security to own work and the operation of the organisation. Seeks specialist security knowledge or advice when required to support own work or work of immediate colleagues.

SFIA Professional Skills:

Note: No particular skill is mandatory for practitioner but at least 3 should be demonstrated.

Optional: Methods and tools @ Level 4

- Provides advice and guidance to support adoption of methods and tools and adherence to policies and standards.
- Tailors processes in line with agreed standards and evaluation of methods and tools.
- Reviews and improves usage and application of methods and tools.

Optional: Quality assurance @ Level 4

- Conducts formal audits or reviews to ensure compliance with organisational standards for activities, processes, data, products or services.
- For projects, development or support activities; plans, organises and conducts audits and determines whether appropriate quality control has been applied.
- Collates, collects and examines records, analyses the evidence and drafts all or part of formal compliance reports.
- Determines the risks associated with findings and non-compliance and proposes corrective actions.
- Provides advice and guidance in the use of organisational standards. Performs quality assurance reviews of suppliers and throughout the supply chain.

Optional: Competency assessment @ Level 4

- Performs routine and non-routine skill/competency assessments of knowledge, skills and behaviour using specified methods and according to specified standards aligned with ethical, legal and regulatory requirements.
- Uses the outcomes of assessments and other data to analyse and evaluate the effectiveness of learning/educational activities.

Optional: Learning design and development @ Level 4

- Specifies the content and structure of learning and development materials.
- Takes responsibility for design, creation, packaging and maintenance and manages development to deliver agreed outcomes.
- Where required, designs, configures and tests learning environments, including creation of simulated data, and replication of external systems, interfaces, and assessment systems.
- Secures external accreditations as appropriate.

Optional: Professional development @ Level 4

- Maintains skills framework, or information about access to standard frameworks
- Advises on required outcomes for learning or development, from knowledge of skills frameworks and organisational development needs
- Assists practitioners with the process of creating development plans based on outcome statements
- Monitors practitioners' continuing professional development records, ensuring that achievements and enhanced capabilities are recorded and referenced to the outcome statements

Optional: Relationship management @ Level 4

- Implements stakeholder engagement/communications plan.
- Deals with problems and issues, managing resolutions, corrective actions, lessons learned and the collection and dissemination of relevant information.
- Collects and uses feedback from customers and stakeholders to help measure effectiveness of stakeholder management.
- Helps develop and enhance customer and stakeholder relationships.

Optional: Analytics @ Level 4

- Applies a range of mathematical, statistical, predictive modelling or machine-learning techniques in consultation with experts if appropriate, and with sensitivity to the limitations of the techniques.
- Selects, acquires and integrates data for analysis.
- Develops data hypotheses and methods, trains and evaluates analytics models, shares insights and findings and continues to iterate with additional data.

Optional: Quality management @ Level 4

- Assists projects, functions or teams in planning the quality management for their area of responsibility.
- Assists in the development of new or improved practices and organisational processes or standards.
- Facilitates localised improvements to the quality system or services.

Optional: Learning and development management @ Level 4

- Contributes to the development and maintenance of a catalogue of learning and development resources
- Books and organises learning events
- Updates and controls training records, including attainment of certificates and accreditations

Optional: Resourcing @ Level 4

- Implements resource plans, including conducting recruitment interviews
- Facilitates selection, assessment and on-boarding processes, and internal resource allocation
- Contributes to transitioning of resources, complying with relevant statutory or external regulations and codes of good practice

Optional: Business analysis @ Level 4

- Investigates operational requirements, problems, and opportunities, seeking effective business solutions through improvements in automated and non-automated components of new or changed processes.
- Assists in the analysis of stakeholder objectives, and the underlying issues arising from investigations into business requirements and problems, and identifies options for consideration.
- Works with stakeholders, to identify potential benefits and available options for consideration, and in defining acceptance tests.
- Contributes to selection of the business analysis methods, tools and techniques for projects; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.