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SFIA 8 – Procurement skills

The global skills and competency framework for the digital world

Plan

Primary skills for procurement professionals		1	2	3	4	5	6	7
Project management	PRMG				4	5	6	7
Risk management	BURM			3	4	5	6	7
Demand management	DEMM					5	6	
Specialist advice	TECH				4	5	6	
Requirements definition and management	REQM		2	3	4	5	6	
Stakeholder relationship management	RLMT				4	5	6	7

Other related skills		1	2	3	4	5	6	7
Business intelligence	BINT		2	3	4	5		
Business process improvement	BPRE					5	6	7
Business situation analysis	BUSA			3	4	5	6	
Consultancy	CNSL				4	5	6	7
Data visualisation	VISL			3	4	5		
Marketing	MKTG		2	3	4	5	6	
Measurement	MEAS			3	4	5	6	
Organisational capability development	OCDV					5	6	7
Organisational change management	CIPM			3	4	5	6	
Research	RSCH		2	3	4	5	6	
Service level management	SLMO		2	3	4	5	6	7
Sustainability	SUST				4	5	6	

Source

Primary skills for procurement professionals		1	2	3	4	5	6	7
Sourcing	SORC		2	3	4	5	6	7
Financial management	FMIT				4	5	6	

Other related skills		1	2	3	4	5	6	7
Feasibility assessment	FEAS			3	4	5	6	
Investment appraisal	INVA				4	5	6	
Quality assurance	QUAS			3	4	5	6	
Quality management	QUMG			3	4	5	6	7
Resourcing	RESC			3	4	5	6	

Manage

Primary skills for procurement professionals		1	2	3	4	5	6	7
Contract management	ITCM			3	4	5	6	
Customer service support	CSMG	1	2	3	4	5	6	
Supplier management	SUPP		2	3	4	5	6	7

Other related skills		1	2	3	4	5	6	7
Database administration	DBAD		2	3	4	5		
Asset management	ASMG		2	3	4	5	6	
Audit	AUDT			3	4	5	6	7
Benefits management	BENM					5	6	
Information management	IRMG				4	5	6	7
Governance	GOVN						6	7
Knowledge management	KNOW		2	3	4	5	6	7
Methods and tools	METL			3	4	5	6	
Performance management	PEMT				4	5	6	
Sales support	SSUP		2	3	4	5	6	
Service catalogue management	SCMG			3	4	5		

>>>>> Increasing responsibility, accountability and impact >>>>>

1. Follow	2. Assist	3. Apply	4. Enable	5. Ensure, advise	6. Initiate, influence	7. Set strategy, inspire, mobilise
Performs routine tasks under close supervision, follows instructions, and requires guidance to complete their work.	Provides assistance to others, works under routine supervision, and uses their discretion to address routine problems.	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.	Performs diverse complex activities, supports and supervises others, 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 achieving workgroup objectives and managing work from analysis to execution and evaluation.	Has significant organizational influence, makes high-level decisions, shapes policies, demonstrates leadership, fosters organizational collaboration, and accepts accountability in key areas.	Operates at the highest organizational level, determines overall organizational vision and strategy, and assumes accountability for overall success.

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SFIA 8 Summary Chart

Strategy and architecture

Strategy and planning

		1	2	3	4	5	6	7
Strategic planning	ITSP					5	6	7
Information systems coordination	ISCO						6	7
Information management	IRMG				4	5	6	7
Enterprise and business architecture	STPL					5	6	7
Solution architecture	ARCH				4	5	6	
Innovation	INOV					5	6	7
Emerging technology monitoring	EMRG				4	5	6	
Research	RSCH		2	3	4	5	6	
Demand management	DEMM					5	6	
Investment appraisal	INVA				4	5	6	
Financial management	FMIT				4	5	6	
Measurement	MEAS			3	4	5	6	
Sustainability	SUST				4	5	6	
Continuity management	COPL		2	3	4	5	6	

Security and privacy

		1	2	3	4	5	6	7
Information security	SCTY			3	4	5	6	7
Information assurance	INAS			3	4	5	6	7
Personal data protection	PEDP					5	6	
Vulnerability research	VURE			3	4	5	6	
Threat intelligence	THIN		2	3	4	5	6	

Governance, risk and compliance

		1	2	3	4	5	6	7
Governance	GOVN						6	7
Risk management	BURM			3	4	5	6	7
Audit	AUDT			3	4	5	6	7
Quality management	QUMG			3	4	5	6	7
Quality assurance	QUAS			3	4	5	6	

Advice and guidance

		1	2	3	4	5	6	7
Consultancy	CNSL				4	5	6	7
Specialist advice	TECH				4	5	6	
Methods and tools	METL			3	4	5	6	

Change and transformation

Change implementation

		1	2	3	4	5	6	7
Portfolio management	POMG					5	6	7
Programme management	PGMG						6	7
Project management	PRMG				4	5	6	7
Portfolio, programme and project support	PROF		2	3	4	5	6	

Change analysis

		1	2	3	4	5	6	7
Business situation analysis	BUSA			3	4	5	6	
Feasibility assessment	FEAS			3	4	5	6	
Requirements definition and management	REQM		2	3	4	5	6	
Business modelling	BSMO		2	3	4	5	6	
Acceptance testing	BPTS		2	3	4	5	6	

Change planning

		1	2	3	4	5	6	7
Business process improvement	BPRE					5	6	7
Organisational capability development	OCDV					5	6	7
Organisation design and implementation	ORDI				4	5	6	7
Organisational change management	CIPM			3	4	5	6	
Benefits management	BENM					5	6	

Development and implementation

Systems development

		1	2	3	4	5	6	7
Product management	PROD			3	4	5	6	
Systems development management	DLMG					5	6	7
Systems and software life cycle engineering	SLEN				4	5	6	7
Systems design	DESN			3	4	5	6	
Software design	SWDN		2	3	4	5	6	
Network design	NTDS			3	4	5	6	
Hardware design	HWDE			3	4	5	6	
Programming/software development	PROG		2	3	4	5	6	
Systems integration and build	SINT		2	3	4	5	6	
Testing	TEST	1	2	3	4	5	6	
Software configuration	PORT			3	4	5	6	
Real-time/embedded systems development	RESD		2	3	4	5	6	
Safety engineering	SFEN			3	4	5	6	
Safety assessment	SFAS				4	5	6	
Radio frequency engineering	RFEN		2	3	4	5	6	
Animation development	ADEV			3	4	5	6	

Data and analytics

		1	2	3	4	5	6	7
Data management	DATM				4	5	6	
Data modelling and design	DTAN		2	3	4	5		
Database design	DBDS			3	4	5		
Data engineering	DENG		2	3	4	5	6	
Database administration	DBAD		2	3	4	5		
Data science	DATS		2	3	4	5	6	7
Machine learning	MLNG		2	3	4	5	6	
Business intelligence	BINT		2	3	4	5		
Data visualisation	VISL			3	4	5		

User experience

		1	2	3	4	5	6	7
User research	URCH			3	4	5	6	
User experience analysis	UNAN			3	4	5		
User experience design	HCEV			3	4	5	6	
User experience evaluation	USEV		2	3	4	5	6	

Content management

		1	2	3	4	5	6	7
Content authoring	INCA	1	2	3	4	5	6	
Content publishing	ICPM	1	2	3	4	5	6	
Knowledge management	KNOW		2	3	4	5	6	7

Computational science

		1	2	3	4	5	6	7
Scientific modelling	SCMO				4	5	6	7
Numerical analysis	NUAN				4	5	6	7
High-performance computing	HPCC				4	5	6	7

Relationships and engagement

Stakeholder management

		1	2	3	4	5	6	7
Sourcing	SORC		2	3	4	5	6	7
Supplier management	SUPP		2	3	4	5	6	7
Contract management	ITCM			3	4	5	6	7
Stakeholder relationship management	RLMT				4	5	6	7
Customer service support	CSMG	1	2	3	4	5	6	
Business administration	ADMN	1	2	3	4	5	6	

Sales and marketing

		1	2	3	4	5	6	7
Marketing	MKTG		2	3	4	5	6	
Selling	SALE			3	4	5	6	
Sales support	SSUP	1	2	3	4	5	6	

Delivery and operation

Technology management

		1	2	3	4	5	6	7
Technology service management	ITMG					5	6	7
Application support	ASUP		2	3	4	5		
IT infrastructure	ITOP	1	2	3	4	5		
System software	SYSP			3	4	5		
Network support	NTAS		2	3	4	5		
Systems installation and removal	HSIN	1	2	3	4	5		
Configuration management	CFMG		2	3	4	5	6	
Release and deployment	RELM			3	4	5	6	
Storage management	STMG			3	4	5	6	
Facilities management	DCMA			3	4	5	6	

Service management

		1	2	3	4	5	6	7
Service level management	SLMO		2	3	4	5	6	7
Service catalogue management	SCMG			3	4	5		
Availability management	AVMT				4	5	6	
Capacity management	CPMG				4	5	6	
Incident management	USUP		2	3	4	5		
Problem management	PBMG			3	4	5		
Change control	CHMG		2	3	4	5	6	
Asset management	ASMG		2	3	4	5	6	
Service acceptance	SEAC				4	5	6	

Security services

		1	2	3	4	5	6	7
Security operations	SCAD	1	2	3	4	5	6	
Vulnerability assessment	VUAS		2	3	4	5	6	
Digital forensics	DGFS			3	4	5	6	
Penetration testing	PENT			3	4	5	6	

People and skills

People management

		1	2	3	4	5	6	7
Performance management	PEMT				4	5	6	
Employee experience	EEXP				4	5	6	
Organisational facilitation	OFCL				4	5	6	
Professional development	PDSV				4	5	6	
Workforce planning	WFPL				4	5	6	
Resourcing	RESC			3	4	5	6	

Skills management

		1	2	3	4	5	6	7
Learning and development management	ETMG			3	4	5	6	7
Learning design and development	TMCR			3	4	5		
Learning delivery	ETDL		2	3	4	5		
Competency assessment	LEDA			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	

Levels of responsibility

The SFIA Framework describes seven levels of increasing responsibility, accountability and impact from Level 1, the lowest, to Level 7, the highest.

Each of the seven levels is labelled with a guiding phrase to summarise the level of responsibility.

Level 1 - Follow
Level 2 - Assist
Level 3 - Apply
Level 4 - Enable
Level 5 - Ensure, advise
Level 6 - Initiate, influence
Level 7 - Set strategy, inspire, mobilise

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SFIA 8 Levels of responsibility

The backbone of SFIA is a common language to describe levels of responsibility across roles in all the professional disciplines represented in SFIA. The SFIA Framework consists of seven levels of responsibility from Level 1, the lowest, to Level 7, the highest. The definitions of these levels describe the behaviours, values, knowledge and characteristics that an individual should have in order to be considered competent at the level. The levels of responsibility are characterised by a number of generic attributes: **AUTONOMY, INFLUENCE, COMPLEXITY, BUSINESS SKILLS, KNOWLEDGE.** The level definitions are precisely written to be progressive, distinct and consistently described. Each of the seven levels is also labelled with a guiding phrase to summarise the level of responsibility.

Increasing responsibility, accountability and impact

	Level 1 Follow	Level 2 Assist	Level 3 Apply	Level 4 Enable	Level 5 Ensure, advise	Level 6 Initiate, influence	Level 7 Set strategy, inspire, mobilise
AUTONOMY	*Demonstrating increasing levels of autonomy - the level of ownership and accountability for results in the workplace*						
	Works under close direction. Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.	Works under routine direction. Uses limited discretion in resolving issues or enquiries. Determines when to seek guidance in unexpected situations. Plans own work within short time horizons.	Works under general direction. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Uses discretion in identifying and responding to complex issues related to own assignments. Determines when issues should be escalated to a higher level. Plans and monitors own work (and that of others where applicable) competently within limited deadlines.	Works under general direction within a clear framework of accountability. Exercises substantial personal responsibility and autonomy. Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work. Escalates when issues fall outside their framework of accountability. Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and assigns responsibilities.	At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.
INFLUENCE	*Demonstrating increasing levels of influence - the level of positive impact with colleagues, clients, suppliers, partners, managers, leaders and the industry as a whole*						
	Minimal Influence. May work alone or interact with immediate colleagues.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. Aware of need to collaborate with team and represent users/customer needs.	Interacts with and influences colleagues. May oversee others or make decisions which impact routine work assigned to individuals or stages of projects. Has working level contact with customers, suppliers and partners. Understands and collaborates on the analysis of user/customer needs and represents this in their work. Contributes fully to the work of teams by appreciating how own role relates to other roles.	Influences customers, suppliers and partners at account level. Makes decisions which influence the success of projects and team objectives. May have some responsibility for the work of others and for the allocation of resources. Engages with and contributes to the work of cross-functional teams to ensure that customers and user needs are being met throughout the deliverable/scope of work. Facilitates collaboration between stakeholders who share common objectives. Participates in external activities related to own specialism.	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer and group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage. Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.	Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation. Makes decisions which impact the achievement of organisational objectives and financial performance.	Inspires the organisation, and influences developments within the industry at the highest levels. Makes decisions critical to organisational success. Develops long-term strategic relationships with customers, partners, industry leaders and government. Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy.
COMPLEXITY	*Demonstrating the ability to perform work of increasing complexity - the scale and impact of the issues, opportunities, tasks and processes addressed in the workplace*						
	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.	Performs a range of work activities in varied environments. May contribute to routine issue resolution. May apply creative thinking or suggest new ways to approach a task.	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies a methodical approach to routine and moderately complex issue definition and resolution. Applies and contributes to creative thinking or finds new ways to complete tasks.	Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues. Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable	Implements and executes policies aligned to strategic plans. Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements. Understands the relationships between own specialism and customer/organisational requirements.	Contributes to the development and implementation of policy and strategy. Performs highly complex work activities covering technical, financial and quality aspects. Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.	Applies the highest level of leadership to the formulation and implementation of strategy. Performs extensive strategic leadership in delivering business value through vision, governance and executive management. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.
BUSINESS SKILLS	*Demonstrating increasing business skills and positive behaviours - operating effectively with the required impact in the workplace*						
	• Has sufficient oral and written communication skills for effective engagement with immediate colleagues. • Uses basic systems and tools, applications and processes. • Demonstrates an organised approach to work. Has basic digital skills to learn and use applications and tools for their role. • Learning and professional development — contributes to identifying own development opportunities. • Security, privacy and ethics — understands and complies with organisational standards.	• Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/customers. • Understands and uses appropriate methods, tools, applications and processes. • Demonstrates a rational and organised approach to work. • Has sufficient digital skills for their role. • Learning and professional development — identifies and negotiates own development opportunities. • Security, privacy and ethics — is fully aware of organisational standards. Uses appropriate working practices in own work.	• Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners. • Understands and effectively applies appropriate methods, tools, applications and processes. • Demonstrates judgement and a systematic approach to work. • Effectively applies digital skills and explores these capabilities for their role. • Learning and professional development — takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities. • Security, privacy and ethics — demonstrates appropriate working practices and knowledge in non-routine work. Appreciates how own role and others support appropriate working practices.	• Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences when engaging with colleagues, users/customers, suppliers and partners. • Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism. • Demonstrates an awareness of risk and takes an analytical approach to work • Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools. • Contributes specialist expertise to requirements definition in support of proposals. • Shares knowledge and experience in own specialism to help others. • Learning and professional development — maintains an awareness of developing practices and their application and takes responsibility for driving own development. Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. Contributes to the development of others. • Security, privacy and ethics — fully understands the importance and application to own work and the operation of the organisation. Engages or works with specialists as necessary.	• Demonstrates leadership in operational management. • Analyses requirements and advises on scope and options for continual operational improvement. • Assesses and evaluates risk. • Takes all requirements into account when making proposals. • Shares own knowledge and experience and encourages learning and growth. • Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives. • Understands and evaluates the organisational impact of new technologies and digital services. • Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder. • Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences. • Learning and professional development — takes initiative to advance own skills and identify and manage development opportunities in area of responsibility. • Security, privacy and ethics — proactively contributes to the implementation of appropriate working practices and culture.	• Demonstrates leadership in organisational management. • Understands and communicates industry developments, and the role and impact of technology. • Manages and mitigates organisational risk. • Balances the requirements of proposals with the broader needs of the organisation. • Promotes a learning and growth culture in their area of accountability. • Leads on compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. • Identifies and endorses opportunities to adopt new technologies and digital services. • Creatively applies a wide range of innovative and/or management principles to realise business benefits aligned to the organisational strategy. • Communicates authoritatively at all levels across the organisation to both technical and non-technical audiences articulating business objectives. • Learning and professional development — takes the initiative to advance own skills and leads the development of skills required in their area of accountability. • Security, privacy and ethics — takes a leading role in promoting and ensuring appropriate working practices and culture throughout own area of accountability and collectively in the organisation.	• Has a full range of strategic management and leadership skills. • Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. • Establishes governance to address business risk. • Ensures proposals align with the strategic direction of the organisation. • Fosters a learning and growth culture across the organisation. • Assess the impact of legislation and actively promotes compliance and inclusivity. • Advances the knowledge and/or exploitation of technology within one or more organisations. • Champions creativity and innovation in driving strategy development to enable business opportunities. • Communicates persuasively and convincingly across own organisation, industry and government to audiences at all levels. • Learning and professional development — ensures that the organisation develops and mobilises the full range of required skills and capabilities. • Security, privacy and ethics — provides clear direction and strategic leadership for the implementation of working practices and culture throughout the organisation.
KNOWLEDGE	*Demonstrating increased responsibility for developing and applying knowledge to achieve individual and organisational objectives in the workplace*						
	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.	Has gained a basic domain knowledge. Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Absorbs new information when it is presented systematically and applies it effectively.	Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Has an appreciation of the wider business context. Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. Absorbs new information and applies it effectively.	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 shares with others. Rapidly absorbs and critically assesses new information and applies it effectively.	Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.	Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients. Promotes the application of generic and specific bodies of knowledge in own organisation. Develops executive leadership skills and broadens and deepens their industry or business knowledge.	Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.