

	Level of Responsibility						
	Low						High
	1	2	3	4	5	6	7
	Follow	Assist	Apply	Enable	Ensure, advise	Initiate, influence	Set strategy, inspire mobilise
Strategy and innovation					Innovation		
				Emerging technology monitoring			
				Strategic planning			
			User research				
				Portfolio management			
				Enterprise and business architecture			
		Marketing					
			Product management				
				Business process improvement			
				Demand management			
Culture and skills				Organisational capability development			
		Sourcing					
				Organisation design and implementation			
				Resourcing			
			Competency assessment				
			Learning design and development				
				Professional development			
				Performance management			
		Knowledge management					
	Change and governance				Enterprise IT governance		
				Information governance			
			Information security				
				Information assurance			
		Data management					
					Programme management		
				Project management			
		Portfolio, programme and project support					
				Change implementation planning and management			
				Benefits management			
Enablers				Systems development management			
				Financial management			
			Relationship management				
			User experience analysis				
			User experience design				
		User experience evaluation					
			Analytics				
				Data visualisation			
		Customer service support					
		Business modelling					
			Systems design				
	Requirements definition and management						
			Solution architecture				
		Business analysis					
	Supplier management						
		Methods and tools					

This view illustrates the SFIA skills which are most relevant to the practice of Digital Transformation. You can find additional and complementary skill definitions in the SFIA reference manual or on the web site [www.sfia-online.org](http://www.sfia-online.org)

# SFIA Levels of Responsibility\*

## Level 7 Set strategy, Inspire, Mobilise

Leads on the formulation and implementation of strategy. Has authority over all aspects of a significant area of work, including policy formation and application. Makes decisions critical to organisational success. Inspires the organisation. Presents complex ideas in a persuasive and convincing manner. Has a broad and deep business knowledge, including the activities and practices of other organisations. Develops long-term strategic relationships. Champions security throughout the organisation. Ensures that the organisation develops and mobilises the full range of required skills and capabilities.

## Level 6 Initiate, Influence

Influences policy and strategy formation. Demonstrates clear leadership. Communicates effectively at all levels. Sets organizational objectives and has authority for a significant area of work. Influences customers and suppliers at a senior level. Makes decisions which impact the achievement of organisational objectives and financial performance. Performs highly complex and strategic work. Initiates and leads technical and business change and the implementation of strategy and policy. Takes a leading role in promoting security. Proactive in keeping own and colleagues skills up to date. Has knowledge of the practices of own organisation as well as suppliers, partners, competitors and clients.

## Level 5 Ensure

Works under broad direction and often self-initiated. Fully responsible for decision making to meet technical / project / team objectives. Establishes milestones and has a significant role in assigning tasks / responsibilities. Communicates, collaborates and influences to build effective business relationships. Performs challenging and unpredictable technical and professional work. Fully familiar with industry bodies of knowledge. Advises others on standards methods and tools. Proactively ensures security is addressed in their area.

## Level 4 Enable

Has substantial personal responsibility and autonomy. Plans own work to meet objectives and execute end to end processes. Makes decisions which influence the success of projects / team objectives. Executes a broad range of complex technical or professional activities. Communicates fluently. Facilitates collaboration between stakeholders who share common objectives. Thorough understanding of required bodies of knowledge and implications of security in their area.



## Level 3 Apply

Works under general direction. Uses discretion when responding to complex issues. Has work reviewed at frequent milestones. Interacts with and influences, colleagues, suppliers and customers. May have some supervisory responsibility for less experienced staff. Performs a broad range of tasks, some complex. Plans schedules and monitors own work. Has a sound generic, domain and specialist knowledge. Demonstrates routine security practices.

## Level 2 Assist

Works on a range of tasks under routine direction. Uses limited discretion to resolve issues. Understands and uses appropriate methods, tools and applications. Demonstrates a rational/organised approach to work. Works in a team and influences immediate peer group. May have some contacts outside the team. Plans, schedules and monitors their own work within short time horizons. Has gained a basic domain knowledge. Is fully aware of, and complies, with expected security practices.

## Level 1 Follow

Works within clearly defined processes and close supervision. Minimal influence and decision making are expected. Has a basic, generic knowledge related to their role. Seeks guidance in unexpected situations. Has an organized approach to work. Basic communication skills. Works with immediate colleagues only. Understands and applies basic personal security practice.

\* These are summarised, abbreviated level descriptions. Please refer to the full descriptions in the SFIA reference manual or on the web site. [www.sfia-online.org](http://www.sfia-online.org)