

### 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, 3<sup>rd</sup> 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:**

<p><b>Core: Autonomy - Level 4</b></p> <ul style="list-style-type: none"> <li>▪ Works under general direction within a clear framework of accountability.</li> <li>▪ Exercises substantial personal responsibility and autonomy.</li> <li>▪ Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work.</li> <li>▪ Escalates when issues fall outside their framework of accountability.</li> <li>▪ Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.</li> </ul>
<p><b>Core: Influence - Level 4</b></p> <ul style="list-style-type: none"> <li>▪ Influences customers, suppliers and partners at account level. Makes decisions which influence the success of projects and team objectives</li> <li>▪ May have some responsibility for the work of others and for the allocation of resources.</li> <li>▪ 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.</li> <li>▪ Facilitates collaboration between stakeholders who share common objectives.</li> <li>▪ Participates in external activities related to own specialism.</li> </ul>
<p><b>Core: Complexity - Level 4</b></p> <ul style="list-style-type: none"> <li>▪ Work includes a broad range of complex technical or professional activities, in a variety of contexts.</li> <li>▪ Investigates, defines and resolves complex issues.</li> <li>▪ Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.</li> </ul>
<p><b>Core: Knowledge - Level 4</b></p> <ul style="list-style-type: none"> <li>▪ Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary.</li> <li>▪ Has gained a thorough knowledge of the domain of the organisation.</li> <li>▪ Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others.</li> <li>▪ Rapidly absorbs and critically assesses new information and applies it effectively.</li> </ul>
<p><b>Core: Business Skills - Level 4</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism.</li> <li>▪ Demonstrates an awareness of risk and takes an analytical approach to work.</li> <li>▪ Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools.</li> <li>▪ Contributes specialist expertise to requirements definition in support of proposals.</li> <li>▪ Shares knowledge and experience in own specialism to help others.</li> <li>▪ 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.</li> <li>▪ 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.</li> </ul>

**SFIA Professional Skills:**

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

<p><b>Optional: Professional development @ Level 4</b></p>
<ul style="list-style-type: none"> <li>• Assists practitioners with creating personal development plans.</li> <li>• Advises on suitable development activities such as specific learning or experience to be gained.</li> <li>• Monitors practitioners’ continuing professional development records.</li> <li>• Ensures achievements and enhanced capabilities are recorded and referenced to personal and organisational objectives.</li> </ul>
<p><b>Optional: Resourcing @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Facilitates and supports the execution of resourcing activities in collaboration with managers and teams.</li> <li>▪ Analyses resource requests to determine tasks, skills and effort required. Creates and communicates open positions internally and externally. Conducts interviews and assessments using a planned format and structure.</li> <li>▪ Implements internal resource allocation matching skills to tasks. Contributes to transitioning of resources, complying with relevant statutory or external regulations and codes of practice.</li> </ul>
<p><b>Optional Stakeholder relationship management @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information.</li> <li>▪ Implements stakeholder engagement/communications plan. Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management.</li> <li>▪ Helps develop and enhance customer and stakeholder relationships.</li> </ul>
<p><b>Optional: Competency assessment @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Performs routine and non-routine assessments of knowledge, skill, competency or behaviour using specified methods.</li> <li>▪ Provides advice and guidance to support the adoption of assessment methods and tools.</li> <li>▪ Moderates assessments conducted by other assessors.</li> <li>▪ Reviews and improves usage and application of assessment methods and tools.</li> </ul>
<p><b>Optional: Learning and development management @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Contributes to the development and maintenance of a catalogue of learning and development resources.</li> <li>▪ Uses data to analyse and evaluate the effectiveness of learning/educational activities.</li> <li>▪ Books and organises learning events</li> <li>▪ Updates and controls training records, including attainment of certificates and accreditations</li> </ul>
<p><b>Optional: Learning design and development @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Specifies the content and structure of learning and development materials.</li> <li>▪ Takes responsibility for design, creation, packaging and maintenance and manages development to deliver agreed outcomes.</li> <li>▪ Where required, designs, configures and tests learning environments.</li> <li>▪ Secures external accreditations as appropriate.</li> </ul>
<p><b>Optional: Business Intelligence @ Level 4</b></p>
<ul style="list-style-type: none"> <li>▪ Supports business intelligence needs of specific management or governance processes or operational areas.</li> <li>▪ Investigates the need for business intelligence reporting and analysis where there is some complexity and ambiguity.</li> <li>▪ Selects and applies non-standard business intelligence tools and techniques to provide insights and aid decision-making. Selects, acquires and integrates data for analysis.</li> <li>▪ Identifies opportunities to digitise and streamline operational data handling and optimise business intelligence capabilities.</li> </ul>

**Optional: Business situation analysis @ Level 4**

- Investigates business situations where there is some complexity and ambiguity.
- Adopts holistic view to identify and analyse problems and opportunities.
- Contributes to the selection of the approach and techniques to be used for business situation analysis.
- Conducts root cause analysis and identifies recommendations for improvements. Engages and collaborates with operational stakeholders.

**Optional: Feasibility assessment @ Level 4**

- Selects relevant feasibility assessment approaches and techniques.
- Identifies the range of possible options. Undertakes short-listing of options and feasibility assessment.
- Engages with internal and external stakeholders to get the information required for feasibility assessment.
- Supports preparation of business cases including cost/benefit, impact and risk analysis for each option.

**Optional: Methods and tools @ Level 4**

- Provides advice and guidance to support the 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 management @ Level 4**

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

**Optional: Quality assurance @ Level 4**

- Plans organises and conducts assessment activity and determines whether appropriate quality control has been applied.
- Conducts formal assessments or reviews for given domain areas, suppliers, or parts of the supply chain. 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.