Working with SFIA's Behavioural Factors

Phil Lovell & Penny Coulter
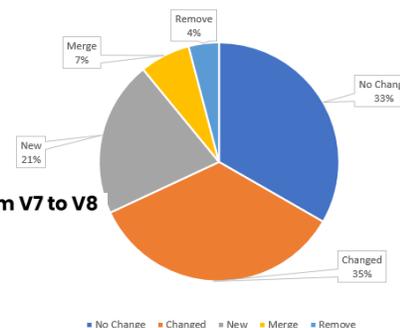
Introduction – Presentation Context

- Version 8 Behavioural Factor highlights a granular breakdown of sentences in Generic Attributes
- To support the considerable interest in Behavioural Factors and to inform their ongoing development 3 key activities have been taken from the Skills Management lifecycle to "test" their application (and contribution) through worked example Case studies
- As a part of this test process we want to hear your thoughts - we have included polls and allocated some time at the end of presentation to answer questions

- **What we are going to cover**
  - Brief Background
  - Current Artefacts
  - What are we doing now
  - Case studies

- **Before we start we have a few questions**
  - Before receiving the materials were you aware of Behavioural Factors within the Levels of Responsibility?
  - Since the release of version 8 have you had the opportunity to use the Behavioural Factor Glossary?

<u>Disclaimer: In Confidence</u> – Not to be shared beyond this audience including social media as this is 'work in progress' and will likely change.

Behavioural Factors (BFs) – the Journey so far…

May 2020 — Working Group identified Behavioural skills as a focus area

Subgroup established to review Behavioural skills — **June**

August — Propose definition of Behavioural Factors

Map LoR sentences to Behavioural Factors

Based on positive feedback, tasked with LoR review considering Behavioural Factors — **November**

January 2021 — Proposed LoR changes
- Change summaries and details
- Glossary and LoR

Broader community Review including BFs — **August**

September — Release SFIA V8

Impact Analysis of moving from V7 to V8

- No Change 33%
- Changed 35%
- New 21%
- Merge 7%
- Remove 4%

BF Review Team Established — **December**

What we are doing now

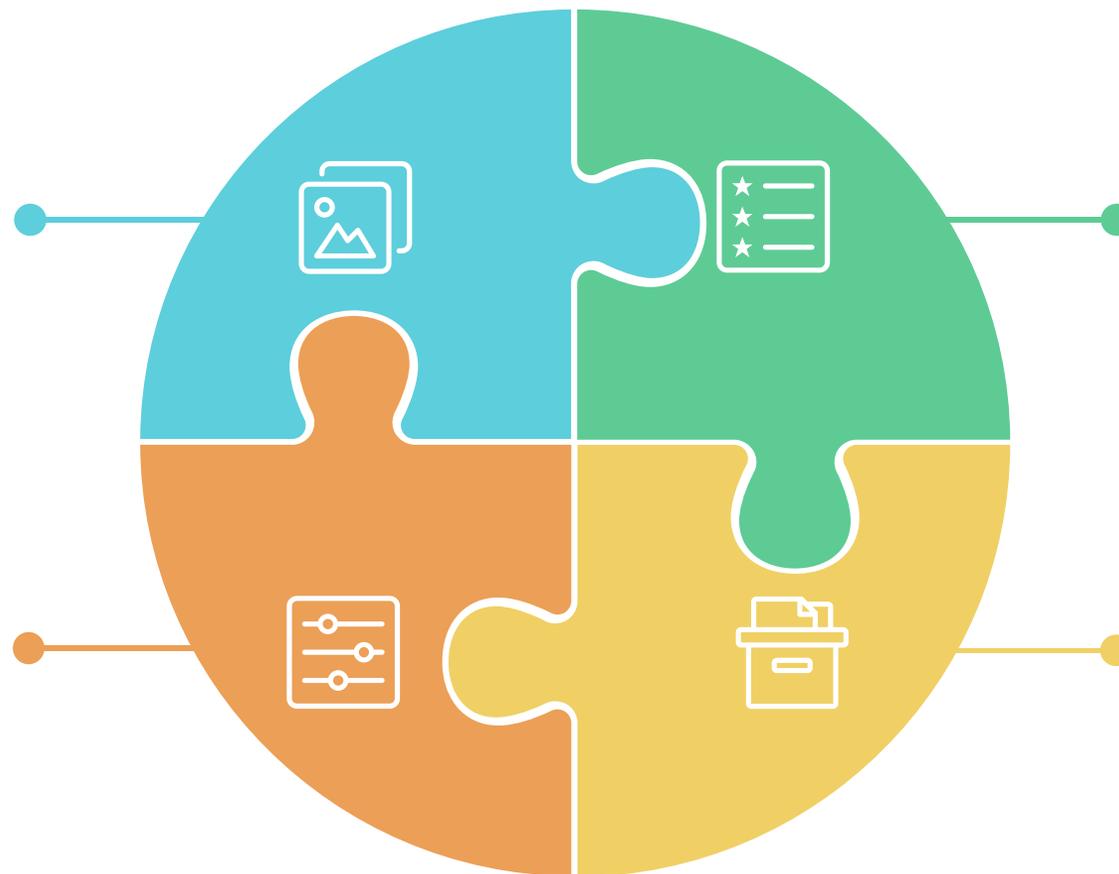Piecing together the Behavioural Factor Puzzle

Messaging

Review SFIA Accredited training curriculum to create a consistent BF message.

Fit for purpose

Using the SFIA Skills Management Cycle to develop use cases and "test" BFs in context.

Example: Review Job Description and Role profiling and application of BFs in these artefacts.

Comparative Analysis

Review of common industry Behavioural Competency Frameworks for positioning and assessing BFs

Review LoRs

Review the BFs within the LoRs to identify opportunities for ease of use and clarity of purpose.

Levels of responsibility in SFIA

Level 1 Follow

Autonomy
Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.

Influence
Minimal influence. May work alone, or interact with immediate colleagues.

Complexity
Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.

Knowledge
Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.

Business skills
Has sufficient communication skills for effective dialogue with others.

Demonstrates an organised approach to work.

Uses basic systems and tools, applications, and processes

Contributes to identifying own development opportunities.

Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues.

Understands and applies basic personal security practice.

Level 2 Assist

Autonomy
Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.

Influence
Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain.

Complexity
Performs a range of work activities in varied environments. May contribute to routine issue resolution.

Knowledge
Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented systematically and applies it effectively.

Business skills
Has sufficient communication skills for effective dialogue with customers, suppliers and partners.

Is able to work in a team. Is able to plan, schedule and monitor own work within short time horizons. Demonstrates a rational and organised approach to work.

Understands and uses appropriate methods, tools and applications.

Identifies and negotiates own development opportunities.

Is fully aware of and complies with essential organisational security practices expected of the individual.

Level 3 Apply

Autonomy
Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Determines when issues should be escalated to a higher level.

Influence
Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects. Understands and collaborates on the analysis of user/customer needs and represents this in their work.

Complexity
Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.

Knowledge
Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge. Has an appreciation of the wider business context. Takes action to develop own knowledge.

Business skills
Demonstrates effective communication skills.

Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures.

Contributes fully to the work of teams. Appreciates how own role relates to other roles and to the business of the employer or client.

Demonstrates an analytical and systematic approach to issue resolution.

Takes the initiative in identifying and negotiating appropriate personal development opportunities.

Understands how own role impacts security and demonstrates routine security practice and knowledge required for own work.

Level 4 Enable

Autonomy
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.

Influence
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.

Complexity
Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.

Knowledge
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.

Business skills
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.

Level 5 Ensure, advise

Autonomy
Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.

Influence
Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. 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 collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.

Complexity
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. Understands the relationship between own specialism and wider customer/ organisational requirements.

Knowledge
Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the mentoring or coaching of others. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.

Business skills
Demonstrates leadership. Communicates effectively, both formally and informally.

Facilitates collaboration between stakeholders who have diverse objectives.

Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Analyses requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/ stakeholder.

Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives.

Maintains an awareness of developments in the industry. Takes initiative to keep skills up to date. Mentors colleagues.

Assesses and evaluates risk.

Proactively ensures security is appropriately addressed within their area by self and others. Engages or works with security specialists as necessary. Contributes to the security culture of the organisation.

Level 6 Initiate, influence

Autonomy
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.

Influence
Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.

Complexity
Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles.

Knowledge
Promotes the application of generic and specific bodies of knowledge in own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.

Business skills
Demonstrates clear leadership. Communicates effectively at all levels to both technical and non-technical audiences.

Understands the implications of new technologies. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Absorbs complex information.

Promotes 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.

Takes the initiative to keep both own and colleagues' skills up to date.

Manages and mitigates risk.

Takes a leading role in promoting security throughout own area of responsibilities and collectively in the organisations.

Level 7 Set strategy, inspire, mobilise

Autonomy
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
Makes decisions critical to organisational success. Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.

Complexity
Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.

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 own area of influence.

Business skills
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.

Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner.

Assesses the impact of legislation and actively promotes compliance and inclusivity.

Ensures that the organisation develops and mobilises the full range of required skills and capabilities.

Champions security within own area of work and throughout the organisation.

SFIA – the industry and business led skills and competency framework

Experience at the core

SKILLS

Professional skills
Behaviours

EXPERIENCE

Technical knowledge
Tools & methodologies
Context

KNOWLEDGE

Qualifications & certifications

SFIA integrates
- Professional skills
- Behaviours
- Knowledge

www.sfia-online.org

Context

Attribute

Behavioural Factor

SFIA FOUNDATION

Levels of responsibility in SFIA

Level 1 Follow

Autonomy
Works under supervision. Uses little discretion. Is expected to seek guidance in unexpected situations.

Influence
Minimal influence. May work alone, or interact with immediate colleagues.

Complexity
Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems.

Knowledge
Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.

Business skills
Has sufficient communication skills for effective dialogue with others.
Demonstrates an organised approach to work.
Uses basic systems and tools, applications, and processes
Contributes to identifying own development opportunities.
Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues.
Understands and applies basic personal security practice.

Level 2 Assist

Autonomy
Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.

Influence
Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in own domain. Aware of need to collaborate with team and represent users/customer needs.

Complexity
Performs a range of work activities in varied environments. May contribute to routine issue resolution.

Knowledge
Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented systematically and applies it effectively.

Business skills
Has sufficient communication skills for effective dialogue with customers, suppliers and partners.
Is able to work in a team. Is able to plan, schedule and monitor own work within short time horizons. Demonstrates a rational and organised approach to work.
Understands and uses appropriate methods, tools and applications.
Identifies and negotiates own development opportunities.
Is fully aware of and complies with essential organisational security practices expected of the individual.

Level 3 Apply

Autonomy
Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Determines when issues should be escalated to a higher level.

Influence
Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects. Understands and collaborates on the analysis of user/customer needs and represents this in their work.

Complexity
Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.

Knowledge
Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge. Has an appreciation of the wider business context. Takes action to develop own knowledge.

Business skills
Demonstrates effective communication skills.
Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures.
Contributes fully to the work of teams. Appreciates how own role relates to other roles and to the business of the employer or client.
Demonstrates an analytical and systematic approach to issue resolution.
Takes the initiative in identifying and negotiating appropriate personal development opportunities.
Understands how own role impacts security and demonstrates routine security practice and knowledge required for own work.

Level 4 Enable

Autonomy
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.

Influence
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.

Complexity
Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues.

Knowledge
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.

Business skills
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.

Level 5 Ensure, advise

Autonomy
Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.

Influence
Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. 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 collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.

Complexity
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. Understands the relationship between own specialism and wider customer/organisational requirements.

Knowledge
Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the mentoring or coaching of others. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.

Business skills
Demonstrates leadership. Communicates effectively, both formally and informally.
Facilitates collaboration between stakeholders who have diverse objectives.
Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Analyses requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder.
Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives.
Maintains an awareness of developments in the industry. Takes initiative to keep skills up to date. Mentors colleagues.
Assesses and evaluates risk.
Proactively ensures security is appropriately addressed within their area by self and others. Engages or works with security specialists as necessary. Contributes to the security culture of the organisation.

Level 6 Initiate, influence

Autonomy
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.

Influence
Influences policy and strategy formation. Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.

Complexity
Has a broad business understanding and deep understanding of own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy.

Knowledge
Promotes the application of generic and specific bodies of knowledge in own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.

Business skills
Demonstrates clear leadership.
Communicates effectively at all levels to both technical and non-technical audiences.
Understands the implications of new technologies. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Absorbs complex information.
Promotes 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.
Takes the initiative to keep both own and colleagues' skills up to date.
Manages and mitigates risk.
Takes a leading role in promoting security throughout own area of responsibilities and collectively in the organisations.

Level 7 Set strategy, inspire, mobilise

Autonomy
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
Makes decisions critical to organisational success. Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.

Complexity
Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.

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 own area of influence.

Business skills
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.
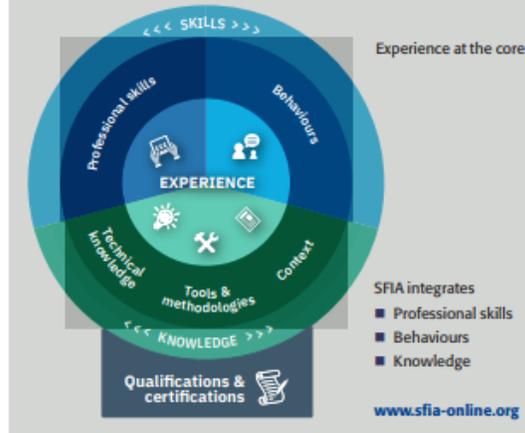Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner.
Assesses the impact of legislation and actively promotes compliance and inclusivity.
Ensures that the organisation develops and mobilises the full range of required skills and capabilities.
Champions security within own area of work and throughout the organisation.

SFIA – the industry and business led skills and competency framework

SKILLS

Professional skills
Behaviours
EXPERIENCE
Technical knowledge
Tools & methodologies
Context
KNOWLEDGE
Qualifications & certifications

Experience at the core

SFIA integrates
- Professional skills
- Behaviours
- Knowledge

www.sfia-online.org

Legend
- Creativity
- Problem Solving
- Communication
- Collaboration
- Influence
- Decision Making
- Delegation
- Leadership
- Apply Knowledge
- Absorb Information
- Work Organisation
- Work Practices
- Professional Dvlpmt

SFIA FOUNDATION

The table below describes the location of the **Knowledge Attributes** and **Context** in the Level of Responsibility, and names the individual **Behavioural Factors**.

GLOSSARY OF BEHAVIOURAL FACTORS WITHIN THE 7 LEVELS OF RESPONSIBILITY ACROSS THE 5 GENERIC ATTRIBUTES

Generic Attributes	1	2	3	4	5	6	7
Autonomy							
Context, tasking and delegation	■	■	■	■	■	■	■
Decision making	■	■	■	■	■	■	■
Planning		■	■	■	■	■	■
Influence							
Interaction and influence	■	■	■	■	■	■	■
Decision making				■	■	■	■
Tasking and delegation				■	■		
Collaboration	■	■	■	■	■	■	■
Complexity							
Leadership					■	■	■
Execution performance	■	■	■	■	■	■	■
Problem solving	■	■	■	■	■		
Creativity	■	■	■	■			
Knowledge attributes					■	■	■
Business skills							
Communication	■	■	■	■	■	■	■
Leadership				■	■	■	■
Execution performance	■	■	■	■	■	■	■
Creativity					■	■	■
Planning	■	■	■	■			
Learning and professional development	■	■	■	■	■	■	■
Knowledge							
Learning and professional development	■	■	■	■	■	■	■
Knowledge attributes	■	■	■	■	■	■	■

The Behavioural Factor Glossary is available on the SFIA Foundation Website

Behavioural Factor Glossary

SFIA FOUNDATION

EXAMPLE – A BEFORE AND AFTER VIEW OF 2 BEHAVIOURAL FACTORS

Communication Skills

Communication Skills are represented across the generic attribute of **Business Skills**

Generic Attributes	Level	Statement - BEFORE	Statement – AFTER
Business Skills	1	Has sufficient communication skills for effective dialogue with others.	Has sufficient oral and written communication skills for effective engagement with immediate colleagues.
	2	Has sufficient communication skills for effective dialogue with customers, suppliers and partners.	Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/customers.
	3	Demonstrates effective communication skills.	Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners.
	4	Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences.	Communicates fluently, orally and in writing, and can present complex information to both technical and nontechnical audiences when engaging with colleagues, users/customers, suppliers and partners.
	5	Communicates effectively, both formally and informally.	Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.
	6	Communicates effectively at all levels to both technical and non-technical audiences.	Communicates authoritatively at all levels across the organisation to both technical and nontechnical audiences articulating business and digital objectives.
	7	Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner.	Communicates in a persuasive and convincing manner across own organisation, industry and government to audiences at all levels.

Creativity

Creativity is represented across the generic attributes of **Complexity** and **Business Skills**

Generic Attributes	Level	Statement - BEFORE	Statement - AFTER
Complexity	1		Participates in the generation of new ideas.
	2		May apply creative thinking or suggest new ways to approach a task.
	3		Applies and contributes to creative thinking or finds new ways to complete tasks.
	4		Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.
	6	Creatively applies a wide range of technical and/or management principles.	
Business Skills	5	Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder	Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.
	6		Creatively applies a wide range of innovative digital and/or management principles to realise business benefits aligned to the digital strategy.
	7		Champions creativity and innovation in driving digital strategy development to enable business opportunities.

Extract from Behavioural Factor Glossary

An example of the Behavioural Factor: <u>Decision Making</u> positioned within 3 Generic Attributes within the Levels of Responsibility:
- **Autonomy**
- **Influence**
- **Business Skills**

Decision Making

Decision Making is represented across the generic attributes of **Autonomy, Influence** and **Business Skills**

Generic Attributes	Level	Statement
Autonomy	1	Uses limited discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.
	2	Uses limited discretion in resolving issues or enquiries. Determines when to seek guidance in unexpected situations.
	3	Uses discretion in identifying and responding to complex issues related to own assignments. Determines when issues should be escalated to a higher level.
	4	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.
Influence	4	Makes decisions which influence the success of projects and team objectives.
	5	Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.
	6	Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.
	7	Makes decisions critical to organisational success.
Business Skills	4	Seeks specialist security or ethical knowledge or advice when required to support own work or work of immediate colleagues.
	5	Engages or works with security and ethics specialists as necessary.

WORKING WITH SFIA's BEHAVIOURAL FACTORS

What follows are Use Cases in how to apply SFIA's Behavioural Factors in support of the following activities:

- **Role Profile**
- **Recruitment**
- **Self – Assessments**

Including the Behavioural Factors in a Role Profile

This Example is for the role of a Senior IT Business Analyst

USE CASE –
ROLE PROFILE

Position Description – Senior IT Business Analyst

Position Dimension i.e. who reports to, direct reports, etc.

Role Purpose xxxxx

SFIA Skills for a Senior IT Business Analyst

SFIA Skills	Levels
Feasibility Assessment	4
Requirements Definition & Management	4
User Experience Analysis	4
Business Process Improvement	5
Benefits Management	5

EXAMPLE

Selecting Behavioural Factors with required Levels of Responsibility suitable for the Role Profile of a Senior IT Business Analyst

Behavioural Factor	Level	Generic Attribute
Collaboration Engages with and contributes to the work of cross-functional teams to ensure that customer 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.	4	Influence
Communication Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.	5	Business Skills
Creativity Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.	5	Business Skills
Decision Making *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. *Influence:* Makes decisions which influence the success of projects and team objectives.	4	Autonomy / Influence
Influence Influences customers, suppliers and partners at account level.	4	Influence

How Behavioural Factors can support Recruitment Activities

USE CASE – RECRUITMENT PROCESS

A sample role of Senior Business Analyst is being used as input to this process. This definition contains Professional skills and Behavioural Factors which are mapped to level of responsibilities.

Recruitment Assessment Methods

There are a range of contemporary assessment methods including:

- Interview

- Role Play – Scenario

- Ability Tests

- Assessment Centres

For this exercise the focus will be on 2 key aspects of recruitment that can apply to any method, being:

- Assessment planning: i.e., how do we plan to assess both professional skills and Behavioural Factors and

- Assessment recording: i.e., how do we plan to record and document the assessment evidence.

Worked Example

Assessment Planning

Step 1:

This table shows mapping of Behavioural Factors to Professional skills suggesting which Behavioural Factor could be assessed <u>along side</u> each Professional Skill and/or be combined with the organisation's own behavioural competency framework.

The mapping was created by:

1. Reviewing Behavioural Factors and identifying a subset considered important for the role.
2. Reviewing professional skills and identifying level statements that had some relationship to the Behavioural Factor.

	Collaboration	Communication	Decision Making	Influence	Creativity	Planning
FEAS	Yes		Yes		Yes	
REQM	Yes	Yes	Yes	Yes		
UNAN	Yes	Yes	Yes	Yes		
BPRE		Yes			Yes	Yes
BENM				Yes		Yes

Note: Behavioural Factors include a behavioural element as well as a scope of impact as an indicator of responsibility. By default, Behavioural Factor assessment is more focussed on identifying similar situations or scenarios reflecting responsibility than measuring ability.

Example Templates

Professional Skill Assessment Record (used in conjunction with the Position Description)

Professional skill: Feasibility assessment

Overall Description: Defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment.

Question:

Candidate Response	
Assessment Comments	
Professional skill: Key Activities – 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. **Behavioural Factors** (refer to PD) • Collaboration • Decision making • Creativity	Score:

Assessing the Professional Skill of Feasibility Assessment with the identified Behavioural Factors as captured in the Position Description

How Behavioural Factors can enhance an improved understanding of the Levels of Responsibility in Self-Assessments

USE CASE – SELF ASSESSMENT

Following is an example where we are using the Behavioural Factors within the Generic Attribute of <u>Autonomy</u>

Extract from Glossary Table:

Generic Attributes	1	2	3	4	5	6	7
Autonomy							
Context, tasking and delegation							
Decision making							
Planning							

Autonomy Definition:
Describes the level of ownership and accountability for results.

This Example is the Behavioural Factor of <u>Decision Making</u> Extracted from the Glossary

Decision making

Decision making is the process of making choices by identifying a decision, gathering information and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives.

This BF describes and quantifies:
- The **amount of discretion** e.g., little, limited, substantial and
- The **tasks** they apply to e.g., attending to enquiries, resolving issues and
- The **scope and remit of decision making** of these decisions e.g., to own assignments or broader deliverables.

Question: How would you characterise the scope of your decision making in your current role? In terms of the amount of discretion you have (when you are expected to seek guidance), the activities it applies to and extent of impact.

SFIA Level	Statement
1	Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.
2	Uses limited discretion in resolving issues or enquiries. Determines when to seek guidance in unexpected situations.
3	Uses discretion in identifying and responding to complex issues related to own assignments. Determines when issues should be escalated to a higher level.
4	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.

Note: the colour coding, Behavioural Factor definition and questions are not available in the glossary. This is an example of how the Behavioural Factors can support an individual's understanding of the Levels of Responsibility during a Self Assessment

GENERIC ATTRIBUTE: AUTONOMY

This Example is the Behavioural Factor of Delegation
Extracted from the Glossary

Delegation

Delegation is commonly defined as the shifting of authority and responsibility for particular functions, tasks or decisions from one person (usually a leader or manager) to another whether being delegated to or delegating work.

This BF describes and quantifies:

- The ==personal latitude/span of control/remit== as a recipient and/or delegator of work e.g., Receives specific direction, substantial personal responsibility, self-initiated.
- The **scope of delegation** of these decisions e.g., to own assignments or broader deliverables, significant area of work, including technical, financial and fully accountable for actions taken and decisions made.

Question:

- Is work delegated to you and/or do you delegate work to others?
- If you delegate work to others what is the organisational scope of impact?

SFIA Level	Statement
3	Receives specific direction, accepts guidance and has work reviewed at agreed milestones.
4	Exercises substantial personal responsibility and autonomy.
5	Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives.
6	Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects.
7	Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.

Generic Attribute: Complexity
Describes the scale and impact of the issues, opportunities, tasks and processes addressed in the workplace.

Execution performance
The Execution performance process converts objectives into results. I.e., getting the job done. This BF describes and quantifies:
- The complexity of tasks and activities e.g., routine, complex and non-routine or professional activities.
- The characteristics of the work situation and environment e.g., structured or varied?

Question: How would you characterise your work situation?
Is your work well defined or ambiguous? Are you responsible for defining your own tasks and timelines of deliverables?

SFIA Level	Statement
1	Performs routine activities in a structured environment.
2	Performs a range of work activities in varied environments.
3	Performs a range of work, sometimes complex and non-routine, in a variety of environments.
4	Work includes a broad range of complex technical or professional activities, in a variety of contexts.
5	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.
6	Performs highly complex work activities covering technical, financial and quality aspects.
7	Performs extensive strategic leadership in delivering business value through vision, governance and executive management.

GENERIC ATTRIBUTE: COMPLEXITY

Complexity
Leadership
Execution performance
Problem solving
Creativity
Knowledge attributes
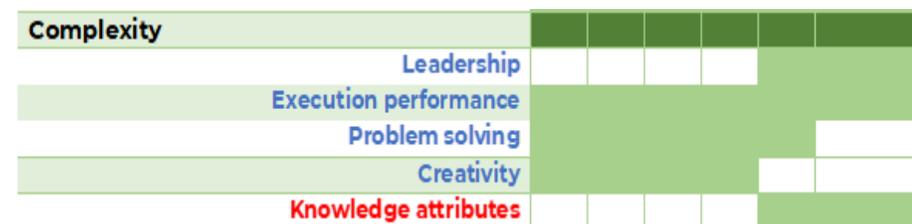
This is an example of the Behavioural Factor, Execution Performance as found in the Generic Attribute of Complexity in support of Self Assessments