

SFIA Skills Management

Proposed Solutions





Table of Contents

Purpose of this document	3
What is SFIA?	3
A common language for skills in the digital world.....	3
SFIA Benefits.....	4
Assess Management’s tools and service options.	4
Option 1: SFIA Awareness training day.....	4
Option 2: Skills Organisational chart mapping	5
Option 3: SFIA Job Role Mapping.....	5
Option 4: Heat map of SFIA skills.....	5
Option 5: SFIA Self Assessment.....	6
Option 6: On-line assessment access	6
Option 7: Plan and conduct skills interview workshops.....	6
Option 8: Manager’s consolidations reporting (Skills Health Check)	7
Option 9: Bespoke SFIA Consultancy.....	7
Benefits of this approach	7
Why use Assess Management?	8
One of our lead consultants is available to discuss your needs.	8
Assess Management Ltd (validateskills.com).....	8
+44 (0) 1249 444111	8
Email: sfia@validateskills.com	8
www.validateskills.com.....	8

Purpose of this Document

Many organisations are considering using the international framework known as 'SFIA' (Skills For the Information Age) as a benchmark process for identifying, describing and categorising IT job roles. This document describes the products and services we at Assess Management Ltd provide to help organisations of all sizes to understand the benefits of using the SFIA Framework and to implement it successfully. In turn, this will lead to improved processes in relation to recruitment, assessment and training of IT staff and provide structural clarity to IT departments.

What is SFIA?

SFIA is a practical resource for people who manage or work in information systems-related roles of any type. It provides a common reference model in a two-dimensional framework consisting of skills on one axis and seven levels of responsibility on the other. It describes professional skills at various levels of competence. It also describes generic levels of responsibility, in terms of Autonomy, Influence, Complexity and Business Skills.

SFIA is updated frequently to remain in step with user needs and current thinking about information age capabilities.

A common language for skills in the digital world

SFIA gives individuals and organisations a common language to define skills, abilities and expertise in a consistent way. Clear language, avoiding technical jargon and acronyms, makes SFIA accessible to all, including Human Resources and Learning and Development professionals. It can solve some of the common translation issues that hamper communication and effective partnerships within organisations and mixed teams.

It helps to describe business needs and to assess your workforce's ability to meet those needs. By defining core competencies as professional standards, SFIA helps organisations create roadmaps and development plans where both they and their employees can recognise a pathway to success and improvement.

With the widespread use of SFIA today, this consistent approach aligns the way recruitment seeks talent with the way an individual can demonstrate the right fit for the right role.

And consistency means that SFIA works well for both large and small organisations; they share an approach, a vocabulary, and a focus on skills and capability.

The Skills Framework for the Information Age is your essential resource for organisational design and talent management in Information Technology.

Find out:

- Why SFIA has become a worldwide phenomenon

Assess Management Ltd (validateskills.com)

- How SFIA helps at all stages of the skills management cycle such as resource planning, recruitment, deployment, assessment, development and remuneration.

For further information regarding SFIA go to www.sfia.org.uk. If you would like a list of SFIA levels and code structures simply email sfia@validateskills.com to request a copy.

SFIA Benefits

- retain capable staff
- develop and promote the right behaviours and professional competencies consistent with high levels of customer service quality
- recognise and reward varying levels of job dimension, such as role complexity
- recognise and reward varying responsibilities and accountabilities
- recognise and reward exceptional performance
- provide clearly-defined career progression potential
- determine training and development needs and resources
- support recruitment selection and succession planning
- better control of key service management processes.

The most effective way to start to deliver these benefits is by:

- formalising and agreeing a 'family' of roles with the associated skills, skill levels and competencies through role mapping to the SFIA framework.
- assessing current employees against the SFIA mapped roles.
- assessing their actual SFIA level against the expected competency level for the role.
- identifying any skills and competency gaps.
- identifying the need for organisational training programmes.
- identifying the need for personal development plans.

A key benefit of this approach for any organisation is the development of an 'assessment centre programme' that is scalable and appropriate for the purpose of ongoing internal skills assessment and recruitment screening.

Assess Management's tools and service options.

The approach that we regularly propose includes most or all of the following components:

Option 1: SFIA Awareness training day



As an approved training partner of the SFIA foundation we are able to offer a SFIA training which will allow the participants an awareness of the following plus exercises in understanding how to use SFIA within your organisation.

- ✓ The SFIA Foundation
- ✓ Understanding the SFIA Levels and skill codes
- ✓ Constructing organisational charts
- ✓ Mapping a job role to SFIA
- ✓ Understanding level and code descriptors
- ✓ Assess a role and how to interview for PDP or recruitment

Participants can go on to become registered SFIA consultants and use this training day as their formal accredited training (additional £75 applies per person).

Option 2: Skills Organisational Chart mapping

Our experienced IT skills consultants can work with you on the re-organisation of your org-chart in alignment with the SFIA framework. This could range from a complete over haul and re-organisation of an IT department or team to aligning skills and job roles to the existing needs but also future proofing the skill set. This is often based on the size of the organisation and how in-depth their requirements are.

Option 3: SFIA Job Role Mapping

We can map your existing 'Job Families' against SFIA.

You will be asked to provide your organisational structure and internal job descriptions to assist us in SFIA role mapping. If these are not available our consultants can work with managers and team leaders in order to build them.

We will supply you with a SFIA role profile per role in Word document form (example available). You will be invited to review and formally approve all the job descriptions via the online portal. All documents are available to edit and export from the portal.

Our SFIA role building tool is available on annual license for you to carry out your own role mapping, post training.

Option 4: Heat Map of SFIA skills

Once your roles have been mapped we are able to populate a dashboard of what SFIA levels you have across the roles and what skills codes are mapped across SFIA. This gives a visual aspect of where there maybe skills gaps or saturation across the mapped roles within your organisation.



Option 5: SFIA Self Assessments (subjective)

The self-assessment tool uses a unique adaptive questioning method which means that how you answer one question determines how the next question is formed. From this assessment process we find out the SFIA level of the individual before going on to identify the SFIA skill codes associated with their role. The assessment, which on average takes 10 to 15 minutes to complete, will lead to a detailed report.

The information can be used as a platform for personal development discussions or simply to screen existing staff or potential new recruits.

Option 6: SFIA Skills Assessments (objective)

We will configure your unique online SFIA assessment account known as 'Validateskills' to enable your employees to be assessed against agreed SFIA mapped job roles.

We will build the approved SFIA role profile assessments within the account.

We will set up each employee and allocate the SFIA assessments assigned to them.

Employees are benchmarked against the agreed SFIA levels and codes.

You will be able to perform user acceptance testing (UAT) on SFIA portal assessments to make sure you are comfortable with the process.

In addition to the above, we will deploy our 'SFIA Level Evaluator' questions to ensure that role holders are assigned to the appropriate SFIA skill level within each relevant SFIA code.

These Level Evaluators will be included as part of our online assessment process and the results validated with the role holders as an integral part of the interview stage.

A one off programme fee or annual license is available; the cost is dependent on how many roles and IT personnel within the organisation.

Option 7: Plan and conduct skills interview workshops

Carry out skills interview workshops with each role holder for two reasons; firstly to check the role that has been drawn up is indeed fit for purpose, if not adjust and align where necessary within the role builder portal. Secondly to include a discussion with the candidates of the role requirements in terms of the skills required within the newly mapped role. This will also form the basis of a skills gap discussion along with any aspirational needs indicated by the candidate. The output of these interviews with each person will be an overview report indicating the SFIA skills the individual possesses plus any gaps, along with a required learning path in order to fill those gaps.

Assess Management Ltd (validateskills.com)

We can supply a briefing pack to employees, or attend a kick off meeting to all employees involved if required. You will be asked to provide a 1-to-1 (4/5 interviews a day) interview schedule and provide adequate interviewing facilities. Interviews are preferably conducted face to face but can be delivered via video link-up if preferred but this is not advisable.

Option 8: Managers consolidations reporting (Skills Health Check)

We build a managers report based on the above interview discussions of any of the training requirements, skills gaps and aspirations from across the cohort of employees interviewed. This often throws up a number of discussion points that have been put forward from each individual. Some comments may be regarding process improvements, issues within the working practices and possible conflict within.

Also provide a strategic training plan for any skills gaps that become obvious from the outcome of the skills gap analysis and suggestions to assist in the competency development against SFIA for the participants and organisation as a whole.

Option 9: Bespoke SFIA Consultancy

We recognise that not all companies are the same when looking to implement SFIA or a form of IT skills analysis for their organisation. Nothing is set in stone, so please talk to us about your requirements or let us help you define them through discussion. We will then design the right SFIA programme to meet your needs for which you can adopt a 'pick and mix' approach when selecting from the component options.

All the above options can be used in their own right, however some options are dependent on the outcome of others.

Benefits of this Approach

This approach provides a high degree of integrity and confidence in the accuracy of the results because it blends key inputs to the results:

- ✓ Role mapping to International standards
- ✓ SFIA technical code assessment results for each individual and across departments
- ✓ SFIA skill level evaluator scores indicating where the employee sits within the SFIA framework
- ✓ Interview analysis reports for each individual, for transparency each individual will get to see their own reports before management.
- ✓ Consolidation report revealing insights into points raised by individuals during the interviews, often centred around issues and situations within the organisation that do not get highlighted to management.



Assess Management Ltd (validateskills.com)

This approach forms the basis of future skills assessments across the organisation.

Why use Assess Management?

The SFIA programme that is core to these role assessments has been tried and tested over several years. We have delivered similar programmes to clients including: Hudson (one of the UK's leading recruitment and talent management agencies), RSPB, Ricoh, The Foreign Office, Arnold Clark, Plymouth University, Ericsson and more.

We can also help you to meet your wider objectives around:

- ✓ greater skills management process control
- ✓ more efficient people performance management and reporting
- ✓ development of a continual service improvement culture and approach
- ✓ promotion of skills gap analysis and skills accountability.

One of our lead consultants is available to discuss your needs.

Kevin Tibbs is one of our most senior associates with 20 years' experience in the field of IT skills management. He is an accredited SFIA Consultant, Partner, approved SFIA trainer and Member of the British Computer Society (BCS). In the past he worked for the BCS as their IT Qualifications Manager working with blue chip organisations and central government departments. Recent assignments include Capita, The Foreign Office, Trinity Mirror Group, Bourne Leisure, Hudson IT Recruitment, Ericsson, Arnold Clark and Ricoh.



For larger programmes we have a pool of registered SFIA consultants available as and when required to work on your specific needs with a strong back office staff to keep things ticking over.

Assess Management Ltd (validateskills.com)

+44 (0) 1249 444111

Email: sfia@validateskills.com

www.validateskills.com