HasBean - A day in the life

"Only 16% of executives believe their teams have the capabilities to deliver their digital strategy"
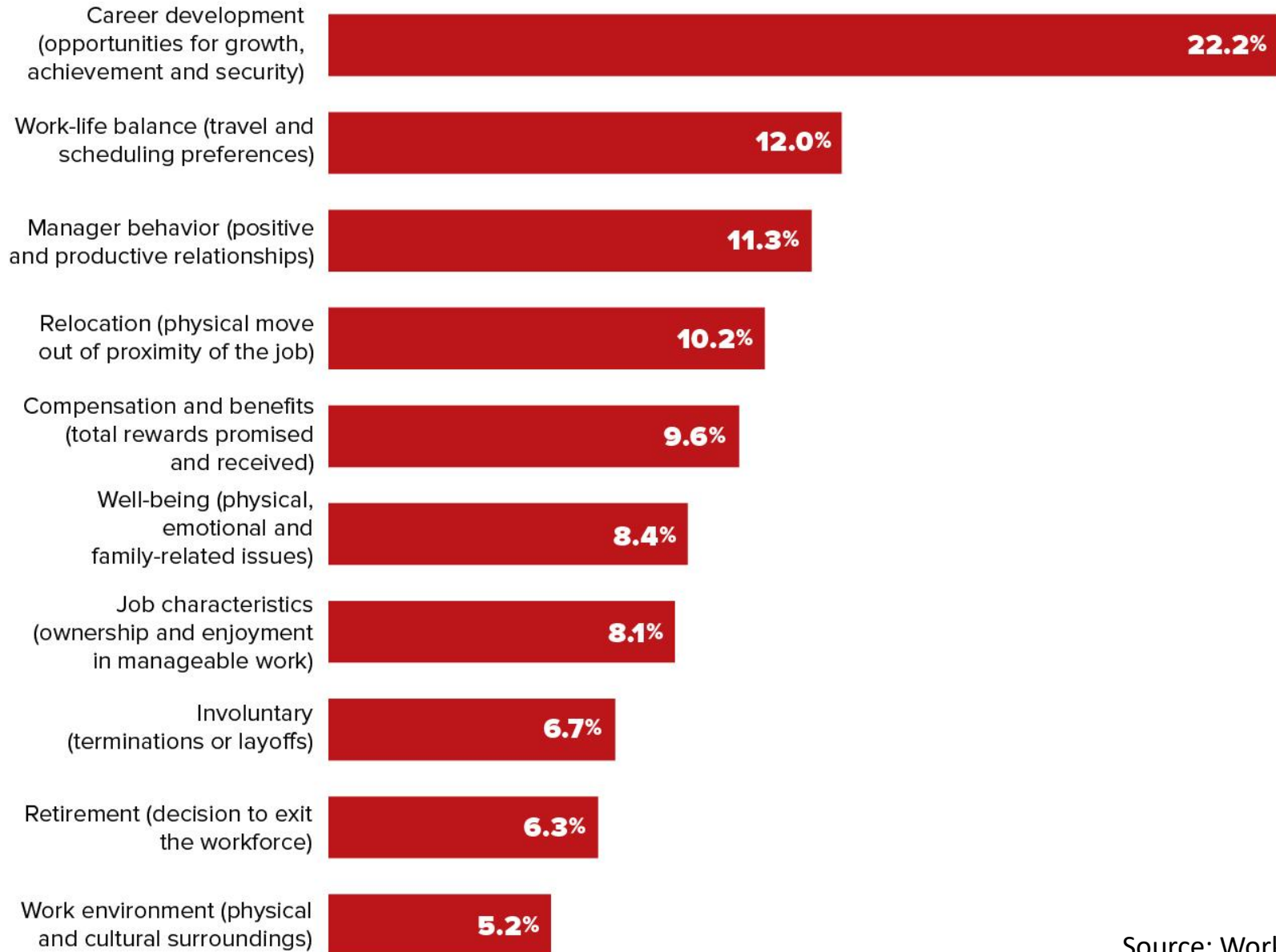
Deloitte survey 2018

Less than half (45 per cent) of executives are confident in their own digital skills and ability to lead their organisation in the digital economy, while just 16 per cent believe their talent pool has enough knowledge and expertise to deliver their digital strategy.

- 71% of CIOs report skill gaps will affect their business

- 75% of organisation will experience visible business disruption by 2020 caused by skill gaps

- 70% of employees have not mastered the skills they need for their jobs today

- 80% of employees do not have the skills needed for their current and future roles

- 51% of employees are actively looking for a new job

- The #1 risk facing organisations is talent shortage

- Only 2 in 10 organisations are taking tangible action with 100% recognising they need to

Ref: Deloittes, Forbes, Gartner, Accenture, McKinsey, CIO Magazine, Gallup, HumanResourcesToday

Reason	Percentage
Career development (opportunities for growth, achievement and security)	22.2%
Work-life balance (travel and scheduling preferences)	12.0%
Manager behavior (positive and productive relationships)	11.3%
Relocation (physical move out of proximity of the job)	10.2%
Compensation and benefits (total rewards promised and received)	9.6%
Well-being (physical, emotional and family-related issues)	8.4%
Job characteristics (ownership and enjoyment in manageable work)	8.1%
Involuntary (terminations or layoffs)	6.7%
Retirement (decision to exit the workforce)	6.3%
Work environment (physical and cultural surroundings)	5.2%

Source: Work Institute

The number of skills required for a single job is increasing by 10% year over year, and over 30% of the skills needed three years ago will soon be irrelevant, according to Gartner TalentNeuron™ data analysis on millions of job postings. The lack of digital skills is already apparent and the pace of change is leaving HR — and employees — playing catch-up.

The 2020 Gartner Shifting Skills Survey for HR Executives reveals that 60% of HR leaders report pressure from the CEO to ensure employees have the skills needed in the future. T[...] ago, 69% of HR execu[...] development opportun[...]

REACTIVE: Nearly two[...] addressing skill needs [...] and direction from the [...] to develop skills, and it[...] development as needs [...] apply just 54% of the [...]

PREDICTIVE: It woul[...] effective. But that assu[...] for the future. That als[...] development programs [...] when times change rap[...] research shows that w[...] of the new skills they learn[...]

DYNAMIC: The most effective HR functions use a dynamic skills approach focused on structuring HR and the organization — people, systems and strategies — to respond dynamically to changing skills needs. When HR uses the dynamic skills strategy, employees apply 75% of new skills learned.

The dynamic skills approach also boosts other key talent outcomes, resulting in a 24% improvement in employee performance and a 34% improvement in discretionary effort (where employees go above and beyond at work).

Average skills required per job posting

IT, finance and sales roles in U.S.
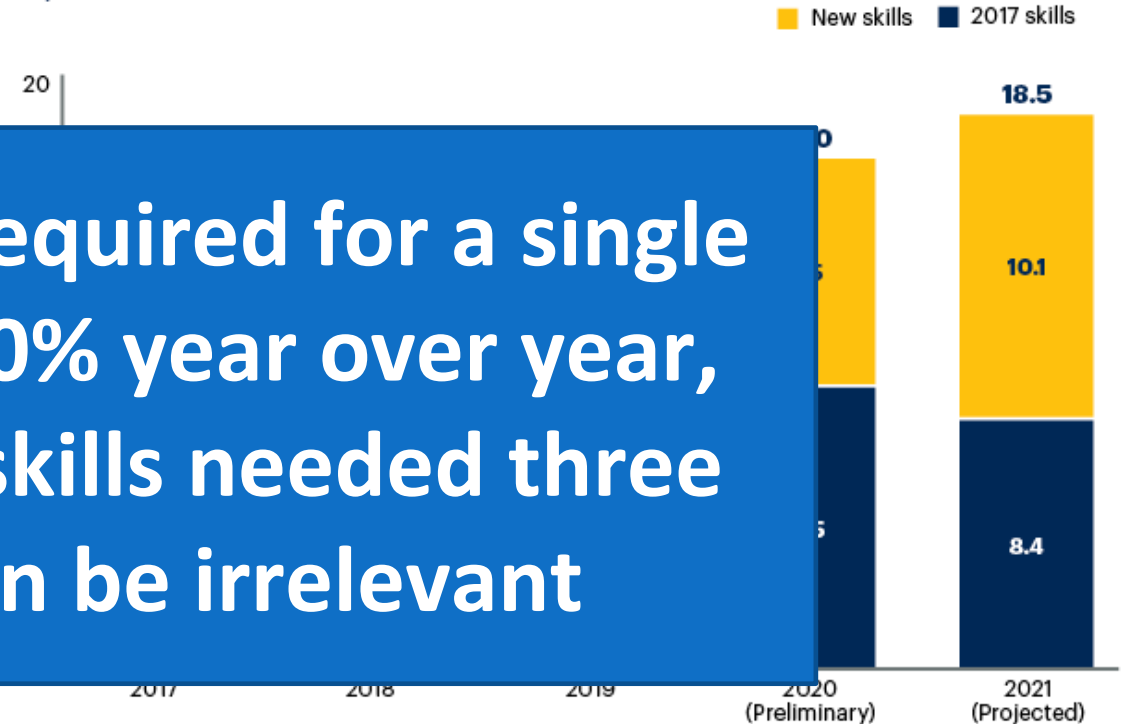
New skills ■ 2017 skills

20

18.5

10.1

8.4

2017   2018   2019   2020 (Preliminary)   2021 (Projected)

gartner.com/SmarterWithGartner

n = 9,991,265 (2017); 12,008,840 (2018); 13,166,410 (2019) job postings
Source: Gartner TalentNeuron™
© 2020 Gartner, Inc. All rights reserved. CTMKT_1029877
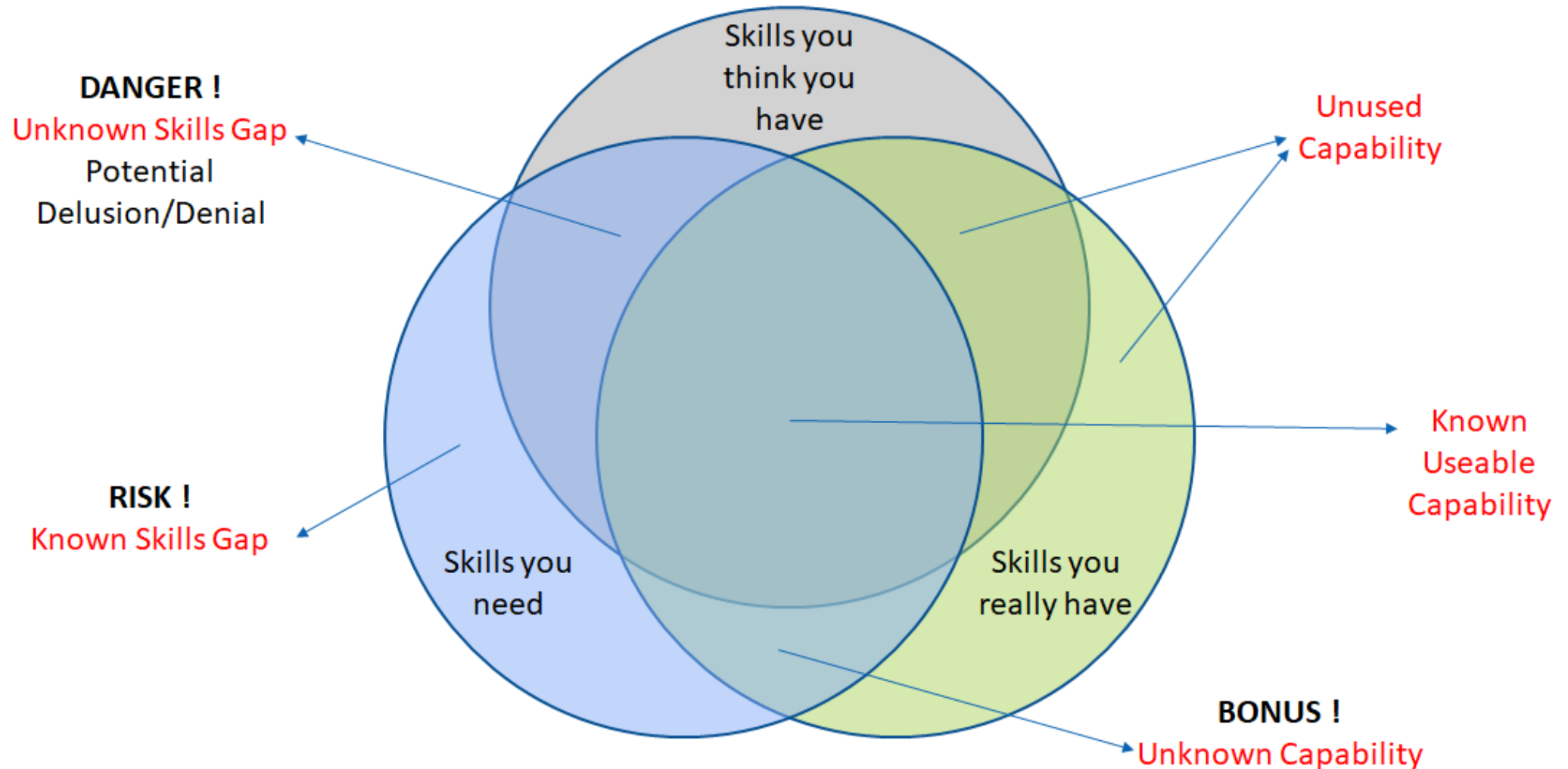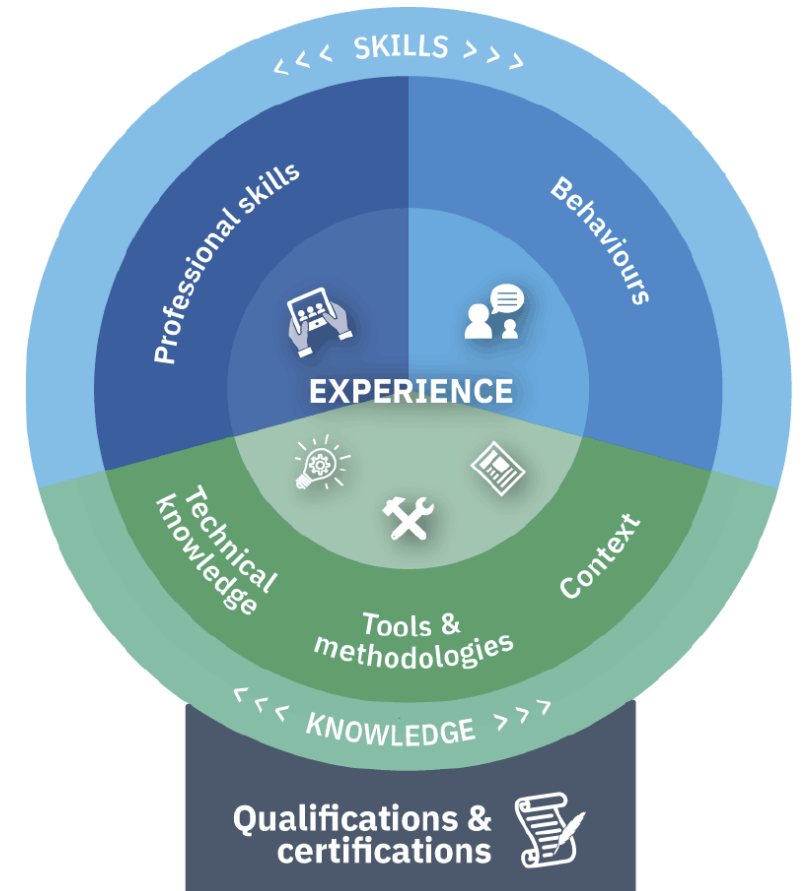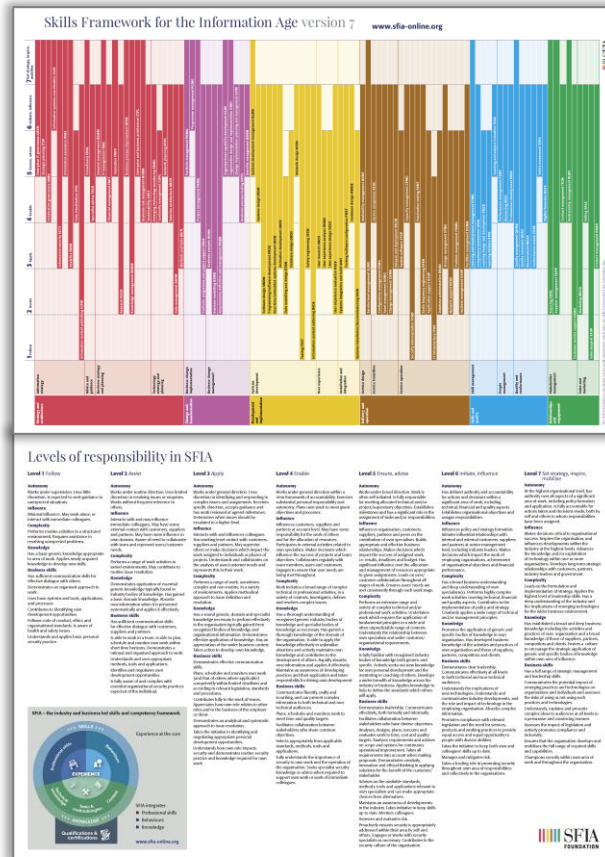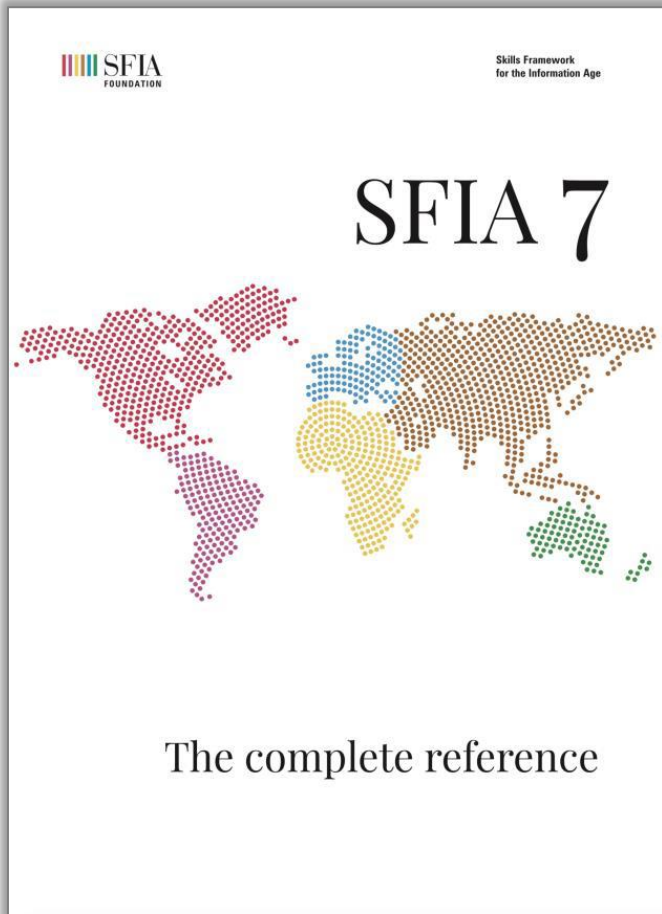
Gartner

The number of skills required for a single job is increasing by 10% year over year, and over 30% of the skills needed three years ago will soon be irrelevant

SkillsTX
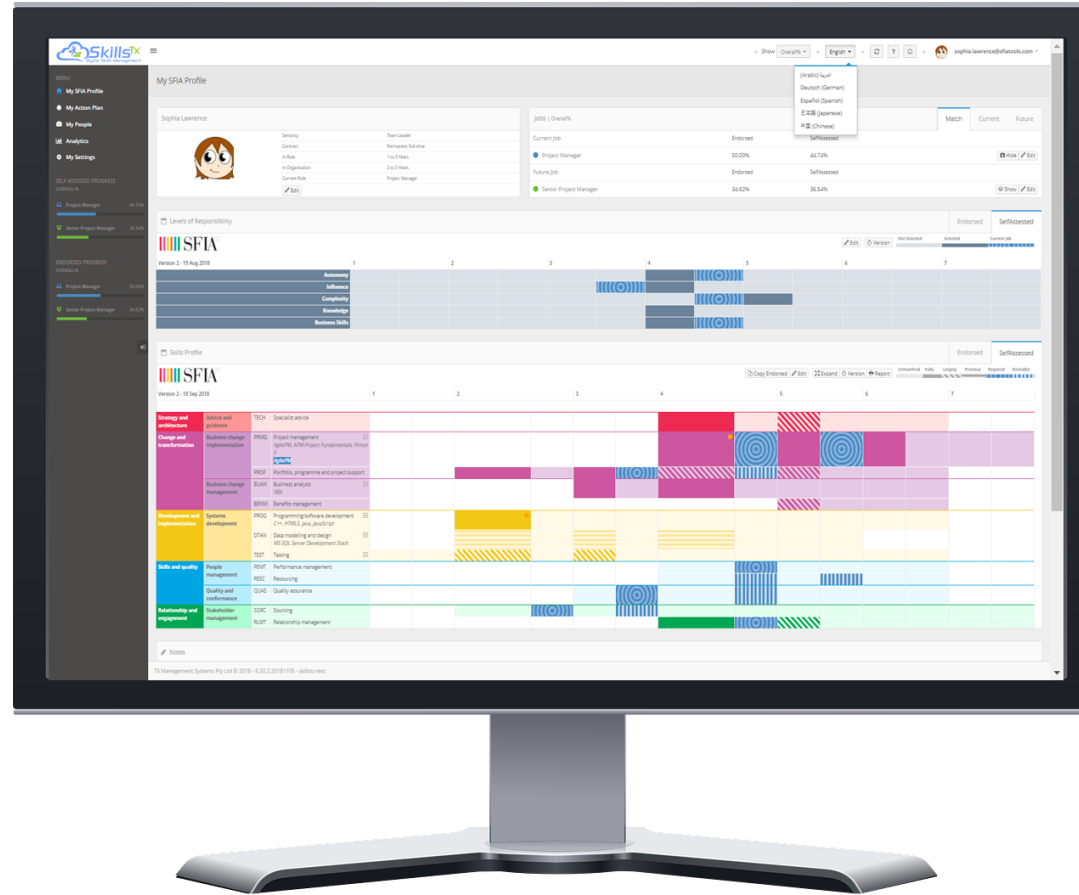Digital Skills Management

- Confirming the skills they have and the skills they need

DANGER !
Unknown Skills Gap
Potential
Delusion/Denial

Skills you think you have

Unused Capability

RISK !
Known Skills Gap

Skills you need

Skills you really have

Known Useable Capability

BONUS !
Unknown Capability

- Confirming the skills they have and the skills they need
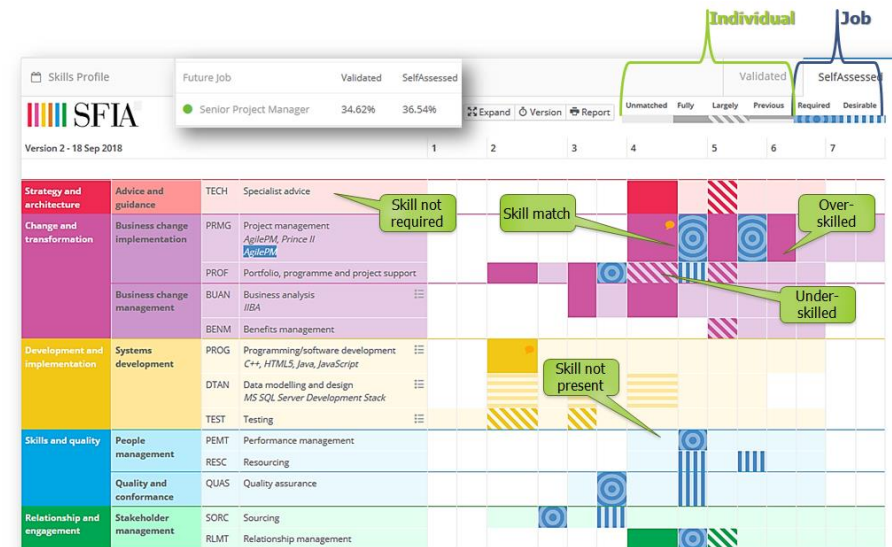- Using a common language to define and describe skills

- Confirming the skills they have and the skills they need

- Using a common language to define and describe skills

- Taking an interest in their skills and experience

  - Not just the current job!

- Confirming the skills they have and the skills they need

- Using a common language to define and describe skills

- Taking an interest in their skills and experience

  - Not just the current job!

- Being transparent and clear about the skills needed

  - A clear view of the opportunity!

- Confirming the skills they have and the skills they need

- Using a common language to define and describe skills

- Taking an interest in their skills and experience

  - Not just the current job!

- Being transparent and clear about the skills needed

  - A clear view of the opportunity!

- Empowering the Individual Specialists and their Managers to:

  - Maintain their own Skill Profile and Development Action Plan

  - Embed data-driven decision-making

  - Know the top people and skills related risks

1. A consistent competency (skills) framework

2. Knowing what skills you have against the framework

3. Knowing what skills you need now and into the future

4. Skill Gap Analysis

5. Career development actions plans

- Does your organization have the right skills to:
  - ☐ Prevent data loss and **Cybersecurity** incidents?
  - ☐ Successfully complete **Digital Transformation**?
  - ☐ Operate your desired **Operating Model**
  - ☐ **Deliver service** to agreed levels?
  - ☐ Integrate during **mergers and acquisitions**?
  - ☐ **Recruit, retain and develop** talented individuals?
  - ☐ Ensure **compliance** with legislation and quality standards?
  - ☐ Improve **project success** and support **agile** operation
  - ☐ Gain competitive advantage in responding to technology change and **innovation**?

DIGITAL SKILLS MANAGEMENT MATURITY

1
Recognising the **need** for digital skills management and **starting** the journey

- You recognise Individuals should have an up-to-date and accurate skills profile
- And that Job/Position Descriptions and/or Role Profiles should accurately reflect the skills needed

2
Knowing the skills you **have**

- An accurate inventory of current skills
- Majority of individuals have skill profiles which include all their skills, not just the ones required for their current job or role
- Utilising an internationally recognised skills framework to ensure completeness and currency

3
Knowing the skills you have AND the skills you **need**

- Job Descriptions and Role Profiles are defined using the same skills framework
- Recruitment processes utilise skills descriptions and assessments
- Projects and business-as-usual skill requirements are expressed using the same skills framework
- Plus everything from level 2

4
Knowing the skill **gaps** and **risks** you **have**

- Majority of individuals can see the gap between current skills and required skills for current job and career paths
- Organisational management can pinpoint risks associated with not having critical skills at the right level, or single points of dependency
- Examples:
- Information and Cyber Security risks which might cause a breach, adverse press attention, and an impact on customer retention, reputation and share price
- Digital Transformation not being achievable due to lack of the essential skills to make the change and/or to operate in the new model
- Plus everything from levels 2 and 3

5
Knowing the skills you need to **recruit**, **develop**, **retain**, or **source** externally

- Majority of individuals have development action plans which address identified skill gaps and development targets against their future job
- Contractors, Contingent Workers, Service Providers and Suppliers are evaluated and selected based on skills, skill levels, and experience, using the same skills framework
- Plus everything from levels 2, 3 and 4

SkillsTX
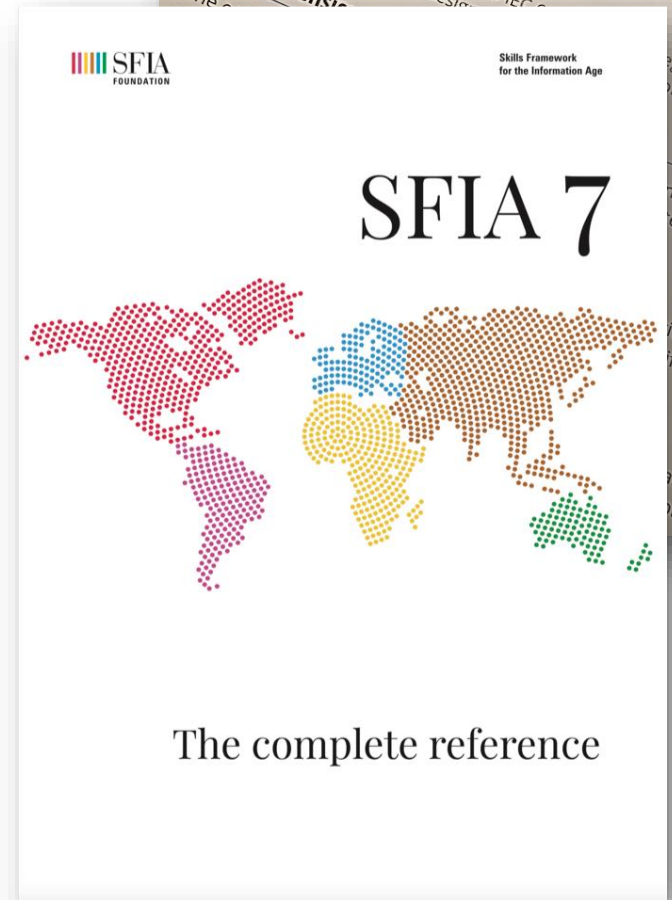Digital Skills Management

WHAT IS SFIA?

- Describes skills and competencies used by professionals in ICT, Digital, Software Engineering, Cybersecurity and other technology-related roles

- Globally accepted common reference model

  - Used in almost 200 countries

  - Used by governments, corporates, education, professional bodies, small businesses, and individuals

  - Available in multiple languages

- It's FREE!

  - Free for most non-commercial use

  - http://www.sfia-online.org

  - 2-minute overview video

    - https://youtu.be/6io-T8NMhJw

- SFIA describes **professional skills**, so is recognised as a **skills** framework

- As SFIA has **experience** at the heart, it is also a **competency** framework

- **Knowledge** and relevant elements of recognised bodies of knowledge can be mapped to individual SFIA skills and responsibility attributes

- Qualifications, Certifications, Technical Knowledge, Tools & Methodologies, and Context can be mapped to SFIA

- Professionals skills are demonstrated through (and developed through) **experience**

WHO USES SFIA?

Individuals
- Assess skills
- Career planning
- Professional development
- Skills profiles / CV

Line Managers
- People management
- Resource deployment
- Capability overview
- Job descriptions

Organisational Leaders
- Strategic capability planning
- Aligning capability and strategic plans
- Digital transformation
- Mergers/acquisitions

Human Resources
- Job descriptions
- Workforce planning
- Career pathways
- Organisational performance

Learning & Development
- Development outcomes
- Blending learning solutions
- 70/20/10 Development

Recruiters
- Job specification
- Interview questions
- Competency based selection

Process Consultants
- Aligning process roles with skill requirements
- Role design and validation
- Assessing organisational skills gaps

Procurement
- Comparing service providers
- Selection and Management of outsource service providers
- SFIA based rate cards

Professional and Industry Bodies
- Alignment of bodies of knowledge
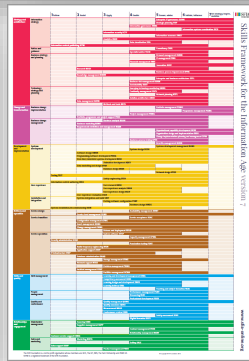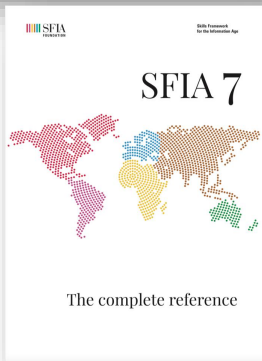- Membership/certification assessments
- Professional development

Education Sector
- Align courses to employer/employee needs
- Alignment to global standards
- Support development evaluation

SkillsTX
Digital Skills Management

SFIA GENERIC LEVELS OF RESPONSIBILITY

- 7 levels of responsibility

- 5 characteristics / attributes of generic responsibility, each described at 7 levels
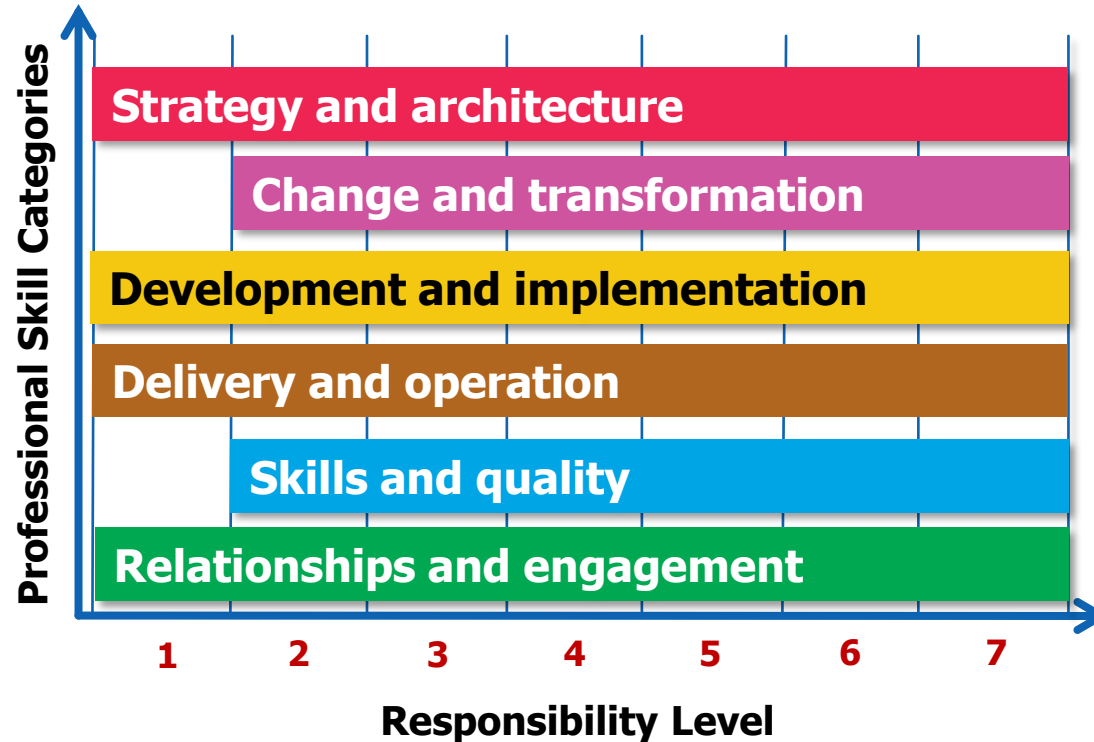
Level 7	Set strategy, inspire, mobilise
Level 6	Initiate/influence
Level 5	Ensure/advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

Follow

Level 1

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.

SFIA 7

The complete reference

- 102 skills, each described at up to 7 levels
  - 390 skill-level descriptions

- Grouped into 6 categories

Category	Subcategory	1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
Strategy and architecture	Information strategy					Enterprise IT governance GOVN		
						Strategic planning ITSP		
					Information governance IRMG			
							Information systems coordination ISCO	
				Information security SCTY				
						Information assurance INAS		
				Analytics INAN				
					Data visualisation VISL			
		Information content publishing ICPM						
	Advice and guidance					Consultancy CNSL		
					Specialist advice TECH			
	Business strategy and planning					Demand management DEMM		
						IT management ITMG		
					Financial management FMIT			
						Innovation INOV		
			Research RSCH					
						Business process improvement BPRE		
			Knowledge management KNOW					
						Enterprise and business architecture STPL		
					Business risk management BURM			
					Sustainability SUST			
	Technology strategy and planning				Emerging technology monitoring EMRG			
					Continuity management COPL			
						Network planning NTPL		
					Solution architecture ARCH			
			Data management DATM					
				Methods and tools METL				

		1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
Change and transformation	**Business change implementation**					Portfolio management **POMG**		
							Programme management **PGMG**	
					Project management **PRMG**			
			Portfolio, programme and project support **PROF**					
	Business change management			Business analysis **BUAN**				
			Business modelling **BSMO**					
			Requirements definition and management **REQM**					
						Organisational capability development **OCDV**		
						Organisation design and implementation **ORDI**		
						Change implementation planning and management **CIPM**		
					Business process testing **BPTS**			
						Benefits management **BENM**		

SFIA CATEGORY | DEVELOPMENT AND IMPLEMENTATION

		1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
Development and implementation	Systems development					Systems development management DLMG		
					Systems design DESN			
				Software design SWDN				
				Programming/software development PROG				
				Real-time/embedded systems development RESD				
					Animation development ADEV			
				Data modelling and design DTAN				
					Database design DBDS			
						Network design NTDS		
		Testing TEST						
					Safety engineering SFEN			
		Information content authoring INCA						
	User experience				User research URCH			
					User experience analysis UNAN			
					User experience design HCEV			
				User experience evaluation USEV				
	Installation and integration			Systems integration and build SINT				
					Porting/software configuration PORT			
					Hardware design HWDE			
		Systems installation/decommissioning HSIN						

SkillsTx
Digital Skills Management

		1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
Delivery and operation	**Service design**				Availability management AVMT			
			Service level management SLMO					
	Service transition				Service acceptance SEAC			
			Configuration management CFMG					
			Asset management ASMG					
			Change management CHMG					
				Release and deployment RELM				
	Service operation			System software SYSP				
					Capacity management CPMG			
		Security administration SCAD						
					Penetration testing PENT			
			Radio frequency engineering RFEN					
			Application support ASUP					
		IT infrastructure ITOP						
			Database administration DBAD					
				Storage management STMG				
			Network support NTAS					
				Problem management PBMG				
			Incident management USUP					
				Facilities management DCMA				

SkillsTx
Digital Skills Management

Skills and quality		1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
	Skill management			Learning and development management ETMG				
				Competency assessment LEDA				
				Learning design and development TMCR				
				Learning delivery ETDL				
						Teaching and subject formation TEAC		
	People management				Performance management PEMT			
					Resourcing RESC			
					Professional development PDSV			
	Quality and conformance			Quality management QUMG				
				Quality assurance QUAS				
				Measurement MEAS				
				Conformance review CORE				
						Safety assessment SFAS		
				Digital forensics DGFS				

SkillsTx
Digital Skills Management

		1 Follow	2 Assist	3 Apply	4 Enable	5 Ensure, advise	6 Initiate, influence	7 Set strategy, inspire, mobilise
Relationships and engagement	Stakeholder management		Sourcing SORC					
			Supplier management SUPP					
					Contract management ITCM			
					Relationship management RLMT			
		Customer service support CSMG						
	Sales and marketing		Marketing MKTG					
					Selling SALE			
		Sales support SSUP						
				Product management PROD				

SkillsTX
Digital Skills Management

TYPICAL IMPLEMENTATION FLOW

Planning, Communication and System Set-Up

Engage and empower participants, allay fears, build awareness

Optional 360 feedback and Accredited SFIA Skills Review

Review and independently endorse skills data

Leverage the Data

Build
Buy
Borrow

MANAGE CHANGE

ASSESS

REVIEW

ROLE PROFILING

ANALYSE

Data Capture Self-Assessment

Map SFIA to Role Profiles and /or PD's
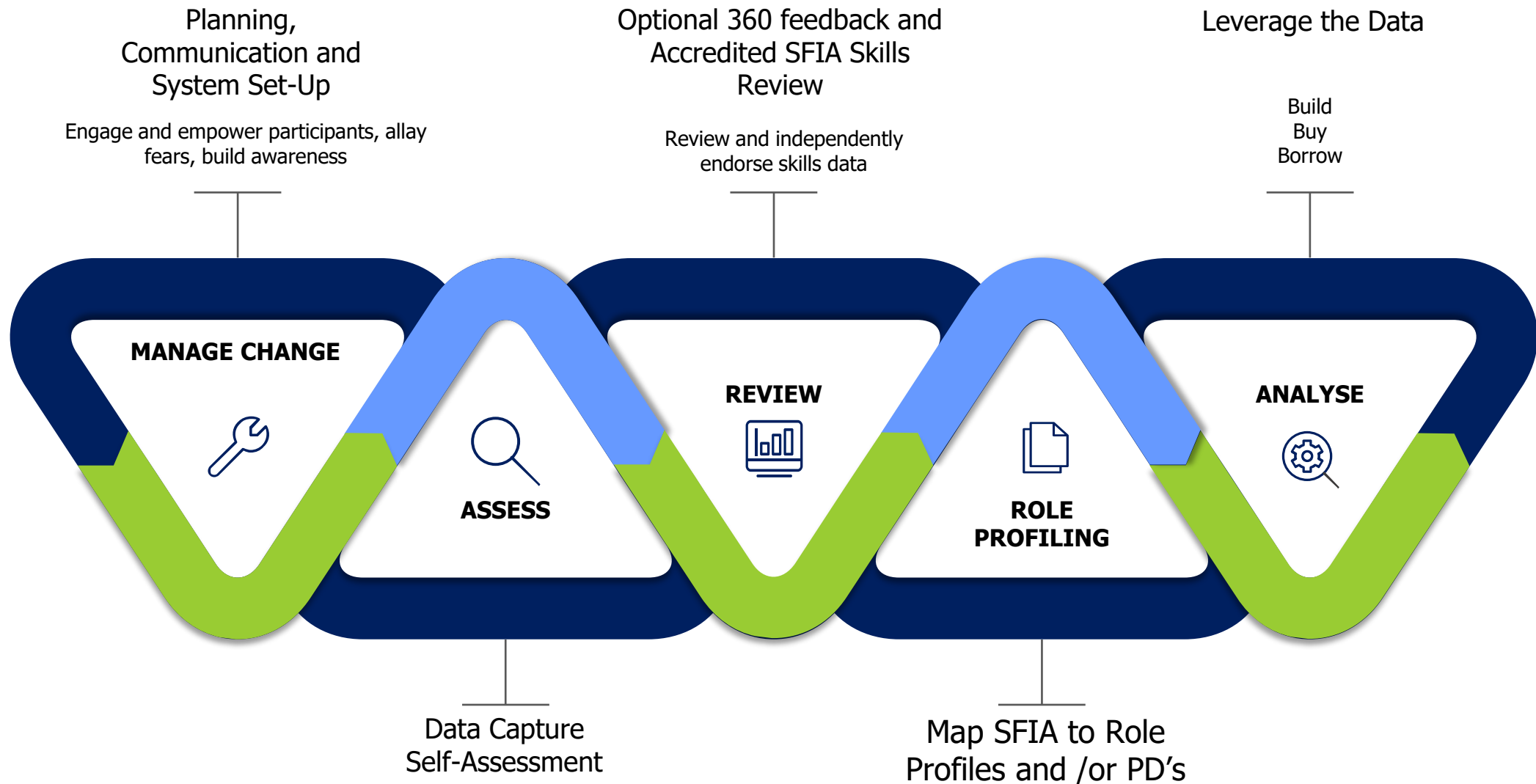
What skills do we have? *What skills do we need?*

Using our FREE SFIA self-assessment you can create your own Digital CV/Resume, compare your skills with over 400 sample roles, and maintain your own Development Action Plan

Organizations also have access to these as sample roles in their SkillsTx SaaS instance
The roles can be edited to reflect their unique requirements or used as-is, and are mapped to SFIA

These sample jobs/roles have been created by:

UK Government Digital, Data and Technology Profession Capability Framework
Digital, Data and Technology (DDaT) roles in government and the skills needed to do them.
The SFIA Foundation have published the mappings of these roles to SFIA.

The European Union has published 30 ICT professional role profiles as part of the e-CF activity
EU ICT Professional Role Profiles
CEN: CWA 16458-1:2018 European ICT Professional Role Profiles – Part 1: 30 ICT Profiles.
The SFIA Foundation have published the mappings of these roles to SFIA.

Australian Public Sector Digital Career Pathways
The APS Digital Career Pathways dataset contains the role definitions for typical roles in the Australian Public Service (APS). You can use these definitions to determine potential career pathways and identify skills gaps in digital disciplines in the APS. These are all mapped to SFIA.
This product is based in part on the digital career pathways data developed by the Australian Public Service Commission and the Digital Transformation Agency and published on data.gov.au.

The US Government NIST (National Institute of Standards and Technology)
52 information and cyber security roles from NICE (National Initiative for Cybersecurity Education) CWF (Cybersecurity Workforce Framework) published by NIST
The SFIA Foundation have published the mappings of these roles to SFIA.

SkillsTX
Digital Skills Management

وزارة الاتصالات
وتقنية المعلومات
MINISTRY OF COMMUNICATIONS
AND INFORMATION TECHNOLOGY

About▾ Digital Talent▾ Acts & Regulations▾ Media Center▾ E-Services▾ Coverage Map▾ Your Opinion

— Digital Skills Framework —

Different skills, **single future**

وزارة الاتصالات
وتقنية المعلومات
MINISTRY OF COMMUNICATIONS
AND INFORMATION TECHNOLOGY

About Digital Skills Framework   FAQs   Workshops   Contact US

The Digital Skill Framework (DSF) is a framework for defining ICT skills built based on SFIA Skills Framework for the Information Age, a framework for defining ICT skills around the world. With the expansion of the ICT industry, the need to develop and manage ICT skills has grown. To be able to develop these skills efficiently and assess them accurately, we first need to define them properly. DSF has recognized this need, and has developed a framework that identifies skills in ICT and supporting fields, defines them, and rank associated levels of responsibility for each skill. The framework identified 102 skills, and 7 different possible levels of responsibility. An individual possesses a skill-based on their ability to apply this skill in a real-life situation, not based on academic qualification or professional certification. These may help an individual gain a skill, but they are not the only way to gain DSF skills, nor are they

Typical SFIA Project

OBJECTIVES	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
MANAGEMENT OF CHANGE	Project Initiation and Comms Workshop	Comms Plan Execution				Analytics Gap Analysis Action Planning Embedding
SFIA KNOWLEDGE TRANSFER		SFIA Awareness	Option: SFIA Training			
SKILLS ASSESSMENT AND ANALYSIS	Assessment Configuration	SFIA Self-Assessment		Option: 360 Skills Review Enablement and Delivery / Option: Skills Discussions / Independent External Assessment		
ROLE PROFILING	Role Profiling and Operating Model Workshop	Job/Position Description Mapping and Review		Validate / Update Job/Position Descriptions		

Optional: Training / Support / Professional Services

1. Assess the whole individual – not just the skills of the current role

2. Capture all the levels of the skills - people often practice skills at multiple levels

3. Recognise that skill selection isn't always binary. i.e. not as simple as "you either have the skill or you don't"

4. Ensure you assess the Levels of Responsibility (LoR) characteristics (Autonomy, Influence, Complexity, Knowledge and Business Skills) as well as the professional skills

What we do

Assess skills

What skills do you HAVE?

What skills do you NEED?

Reliable Skills Data

D e c i s i o n s

Build?

Buy?

Borrow?

Mobilise?
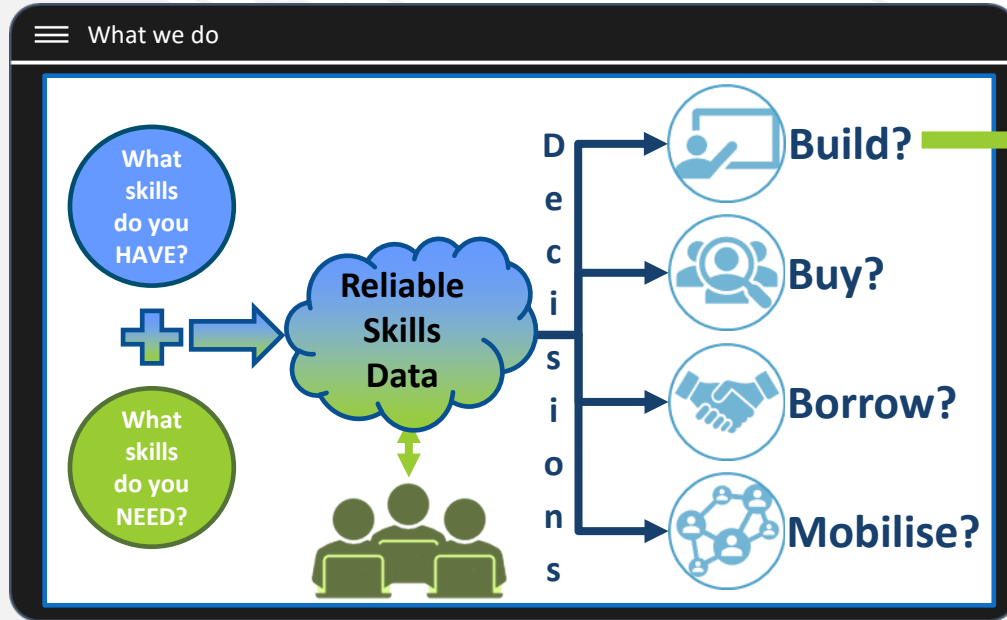
Define jobs/roles

Enable decision making

Empower employees

Upskilling actions from any source:
- Skillsoft; CompTIA; Learning Tree; other 3rd Party providers
- Incumbent Learning Management System
- Organisation's curated content

To succeed in the Data Economy you need targeted upskilling

10% formal training

20% feedback & coaching

70% experience

Skills ^TX
Digital Skills Management

34

Service Desk Analyst - Job Profile

SFIA

Edit | Expand | Version | Print Definition | Print Candidate Match

Version 1 - 24 Mar 2021	1	2	3	4	5	6	7
Autonomy			■				
Influence			■				
Complexity		■					
Knowledge		■					
Business Skills		■					

Version 4 - 24 Mar 2021				1	2	3	4	5	6	7
Delivery and operation	Service operation	SCAD	Security administration	■	■					
		ASUP	Application support		▨					
		USUP	Incident management *ITIL Foundation*		■	■	▨			
Relationship and engagement	Stakeholder management	CSMG	Customer service support	■	■	▨	▨			

Job Classification

Edit

Role or Job	Role Profile
Unique reference	
Reporting To	
Seniority	Experienced Employee
Employment Status	Permanent Full-time
Department	
Location	
Purpose	The primary Service Desk Analyst role is that of providing first-level support through taking calls and handling the resulting incidents or Service Requests using the Incident Reporting and Request Fulfilment processes, in line with the objectives described earlier.

Service Desk Manager - Job Profile

| Service Desk Manager | Core Competencies

SFIA

Unmatched | Required | Desirable
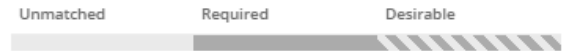
Edit | Expand | Version | Print Definition | Print Candidate Match

Version 2 - 24 Mar 2021	1	2	3	4	5	6	7
Autonomy						■	
Influence					■		
Complexity					■		
Knowledge					■		
Business Skills						■	

Version 4 - 24 Mar 2021			1	2	3	4	5	6	7
Delivery and operation	**Service transition**	CHMG	Change management				■	■		
	Service operation	USUP	Incident management *ITIL Foundation*					■		
Skills and quality	**People management**	PEMT	Performance management				■	■		
Relationship and engagement	**Stakeholder management**	RLMT	Relationship management				■	■		
		CSMG	Customer service support					■	■	

SkillsTx
Digital Skills Management

Development assessment – Finding the skills you need

Sophia wants to know how her skills compare against role profile or job description, for professional development or career planning. Which she can do easily using her Planner Console

Sophia has developed an Action Plan for her Professional Development based on the Skill Gaps automatically highlighted between her self-assessed profile and the Jobs she has selected

- For **Organisations**
  - Complete the Digital Skills Management Maturity (DSMM) Assessment (10 minutes)
    - To confirm the starting point for your organisation and get some free advice and guidance
    - https://skillstx.com/digital-skills-management-maturity-registration/
  - Pick your preferred options
    - Including optional training & support
  - START!
    - Answer the key questions
      - ***What skills do we have?***
      - ***What skills do we need?***
- For **Individuals**
  - Complete your own SFIA self-assessment (45-60 minutes)
  - Compare your skills with industry defined roles
  - Create and maintain your own Development Action Plan
    - https://login.skillstx.com/Signup

QUESTIONS?

SkillsTX
Digital Skills Management
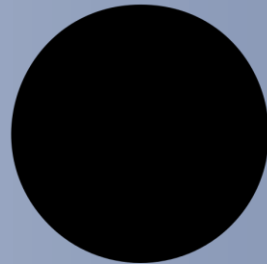
THANK YOU

Matthew Burrows
matthew.burrows@skillstx.com
@MatthewKBurrows

- What do we do?
  - We help answer the **What skills do we have** and **What skills do we need** questions, and embed data-driven **Digital Skills Management**
  - We do this through a mix of **SaaS**, **Supporting Services** and **Professional Services**
- Why is it important to you?
  - People, their skills and experience, have become a critical aspect for the operations of companies with a dependency on Information & Communications Technology.
  - Most companies don't know the current skills of their Digital, Cybersecurity and ICT Workforce, or what they need short, medium or long term
  - Without this, there is significant risk of visible business disruption, cybersecurity breach, digital transformation and project failure, compromised ability to deliver products and services to customers at agreed levels, poor employee engagement, recruitment and retention, ineffective training and development

SFIA ACCREDITED PARTNER

SFIA TRAINING PROVIDER

SFIA ACCREDITED CONSULTANT

- SkillsTx is a collaboration between one of the foremost experts in SFIA world-wide (BSMimpact) and the leaders in online assessments (Tx Management Systems).
- Representation on the SFIA Council, SFIA Global Design Authority & Project Board for SFIA updates
- Most experienced team of SFIA Accredited Consultants worldwide
- Deliver more SFIA Accredited training worldwide than any other SFIA Partner
- Established in 1998
- Operating companies based in UK, Australia, and USA
- Professional Services resources in all geographies

Professional Services

Supporting Services

SkillsTx SaaS

Unrivalled expertise and experience from our international team of SFIA Accredited Consultants and Trainers

Training and common services that our customers often ask for to support the adoption and on-going use of SFIA

Software-as-a-Service solution enabling data-driven Digital Skills Management

SkillsTx
Digital Skills Management