

## GLOSSARY OF BEHAVIOURAL FACTORS WITHIN THE 7 LEVELS OF RESPONSIBILITY

Complementing SFIA's professional skills framework, this section highlights the behavioural factors within the 7 Levels of Responsibility across the 5 key attributes of Autonomy, Influence, Complexity, Knowledge and Business Skills.

The breakdown of each level of responsibility with a behavioural factor provides an essential tool in support of the complete skills management lifecycle and associated activities. It can provide building blocks for creating, or integrating with, an organisation's own behavioural competency framework.

In accordance with the design principles of SFIA, the behavioural factor descriptions are generic in content to ensure they can be universally applied to any organisations' structure, capability framework and ways of working.

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## Collaboration

Collaboration is represented across the generic attribute of **Influence**.

Generic Attributes	SFIA Level	Statement
Influence	1	May work alone or interact with immediate colleagues.
	2	May have some external contact with customers, suppliers and partners. Aware of need to collaborate with team and represent users/customer needs.
	3	Has working level contact with customers, suppliers and partners. Understands and collaborates on the analysis of user/customer needs and represents this in their work. Contributes fully to the work of teams by appreciating how own role relates to other roles.
	4	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.
	5	Leads on user/customer and group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage. Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. Creates and supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.
	6	Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation.
	7	Develops long-term strategic relationships with customers, partners, industry leaders and government. Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy.

## Communication Skills

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

Generic Attributes	SFIA Level	Statement
Business Skills	1	Has sufficient oral and written communication skills for effective engagement with immediate colleagues.
	2	Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/customers.
	3	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 nontechnical audiences when engaging with colleagues, users/customers, suppliers and partners.
	5	Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.
	6	Communicates authoritatively at all levels across the organisation to both technical and nontechnical audiences articulating business objectives.
	7	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	SFIA Level	Statement
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.
Business Skills	5	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 and/or management principles to realise business benefits aligned to the organisational strategy.
	7	Champions creativity and innovation in driving strategy development to enable business opportunities.

## Decision Making

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

Generic Attributes	SFIA Level	Statement
Autonomy	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.
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 organisation's 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.

## Delegation

Delegation is represented across the generic attributes of **Autonomy** and **Influence**.

Generic Attributes	SFIA Level	Statement
Autonomy	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.
Influence	3	May oversee others or make decisions which impact routine work assigned to individuals or stages of projects.
	4	May have some responsibility for the work of others and for the allocation of resources.
	5	Has significant influence over the allocation and management of resources appropriate to given assignments.

## Execution Performance

Execution Performance is represented across the generic attributes of **Complexity** and **Business Skills**.

Generic Attributes	SFIA Level	Statement
Complexity	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.
Business Skills	1	Uses basic systems and tools, applications and processes. Understands and applies organisational standards related to code of conduct, security and ethical practices. Has basic digital skills to learn and use applications and tools for their role.
	2	Understands and uses appropriate methods, tools, applications and processes. Is fully aware of and complies with essential organisational security and ethical practices expected of the individual. Has sufficient digital skills for their role.
	3	Understands and effectively applies appropriate methods, tools, applications and processes. Appreciates how own role impacts security and ethics, demonstrates routine security and ethical practices and knowledge required for own work. Effectively applies digital skills and explores these capabilities for their role.
	4	Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism. Fully understands the importance and application of security and ethics to

		own work and the operation of the organisation. Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools.
	5	Advises on the available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives. Understands and evaluates the organisational impact of new technologies and digital services.
	6	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. Identifies and endorses opportunities to adopt new technologies and digital services.
	7	Assesses the impact of legislation and actively promotes compliance and inclusivity. Advances the knowledge and/or exploitation of technology within one or more organisations.

## Influence

Influence is represented across the generic attribute of **Influence**.

Generic Attributes	SFIA Level	Statement
Influence	1	Minimal influence.
	2	Interacts with and may influence immediate colleagues.
	3	Interacts with and influences colleagues.
	4	Influences customers, suppliers and partners at account level.
	5	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism.
	6	Influences policy and strategy formation.
	7	Inspires the organisation, and influences developments within the industry at the highest levels.

## Leadership

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

Generic Attributes	SFIA Level	Statement
Complexity	5	Implements and executes policies aligned to strategic plans.
	6	Contributes to the development and implementation of policy and strategy.
	7	Applies the highest level of leadership to the formulation and implementation of strategy.
Business Skills	4	Contributes specialist expertise to requirements definition in support of proposals. Coaches colleagues in own specialism.
	5	Demonstrates leadership in operational management. Analyses requirements and advises on scope and options for continuous operational improvement. Contributes to the security and ethics culture of the organisation and proactively ensures implementation in area of responsibility. Assesses and evaluates risk. Takes all requirements into account when making proposals. Coaches and mentors colleagues in area of responsibility.
	6	Demonstrates leadership in organisational management. Understands and communicates industry developments, and the role and impact of technology in the employing organisation. Takes a leading role in promoting and ensuring security and ethics throughout own area of accountability and collectively in the organisation. Manages and mitigates organisational risk. Balances the requirements of proposals with the broader needs of the organisation. Mentors management colleagues.
	7	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. Advocates for security and ethics within area of work and throughout the organisation. Establishes governance to address business risk. Ensures proposals align with the strategic direction of the organisation. Mentors leadership colleagues.

## Learning & Professional Development

Learning and Professional Development is represented across the generic attribute of **Knowledge**.

Generic Attributes	SFIA Level	Statement
Knowledge	1	Applies newly acquired knowledge to develop new skills. Contributes to identifying own development opportunities.
	2	Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Absorbs new information when it is presented systematically and applies it effectively. Identifies and negotiates own development opportunities.
	3	Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. Absorbs new information and applies it effectively. Takes the initiative to develop own knowledge by identifying and negotiating appropriate development opportunities.
	4	Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and contributes to the development of others. Rapidly absorbs and critically assesses new information and applies it effectively. 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.
	5	Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply. Takes initiative to advance own skills and identify and manage development opportunities in area of responsibility.
	6	Promotes the application of generic and specific bodies of knowledge in own organisation. Develops executive leadership skills and broadens and deepens their industry or business knowledge. Takes the initiative to advance own skills and those skills required in their area of accountability.
	7	Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within own area of influence. Ensures that the organisation develops and mobilises the full range of required skills and capabilities.

## Planning

Planning is represented across the generic attributes of **Autonomy** and **Business Skills**.

Generic Attributes	SFIA Level	Statement
Autonomy	2	Plans own work within short time horizons.
	3	Plans and monitors own work (and that of others where applicable) competently within limited deadlines.
	4	Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.
	5	Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.
	6	Establishes organisational objectives and assigns responsibilities.
	7	At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application.
Business Skills	1	Demonstrates an organised approach to work.
	2	Demonstrates a rational and organised approach to work.
	3	Demonstrates judgement and a systematic approach to work.
	4	Demonstrates an awareness to risk and an analytical approach to work.

## Problem Solving

Problem Solving is represented across the generic attribute of **Complexity**.

Generic Attributes	SFIA Level	Statement
Complexity	1	Requires assistance in resolving unexpected problems.
	2	May contribute to routine issue resolution.
	3	Applies a methodical approach to routine and moderately complex issue definition and resolution.
	4	Investigates, defines and resolves complex issues.
	5	Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements.

## Generic Attributes and Contextual Descriptions

### Autonomy

Context	SFIA Level	Statement
	1	Works under close direction.
	2	Works under routine direction.
	3	Works under general direction.
	4	Works under general direction within a clear framework of accountability.
	5	Works under broad direction.

### Complexity

Attribute	SFIA Level	Statement
	5	Understands the relationship between own specialism and customer/organisational requirements.
	6	Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.
	7	Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.

### Knowledge

Attribute	SFIA Level	Statement
	1	Has a basic generic knowledge appropriate to area of work.
	2	Has gained a basic domain knowledge.
	3	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. Has an appreciation of the wider business context.
	4	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.
	5	Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors

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		and clients.
	6	Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.
	7	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.