



SFI*A*plus - Competitive advantage through structured skill development

SFI*A*plus from BCS, The Chartered Institute for IT, is the industry's most widely adopted and relevant best practice benchmark in technical and digital skills, training and development.

It creates a common language around skills in technical and digital and gives employers and practitioners a framework on which to align their knowledge, skills and experience, and plan their development.

By using SFI*A*plus, organisations worldwide are raising the level of professionalism within their IT teams and meeting their business objectives through technology-led innovation.

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[bcs.org/sfiplus](https://www.bcs.org/sfiplus)

SFI*plus* in detail

SFI*plus* was developed to help employers get more from their teams. It's the competency model built around The Skills Framework for the Information Age (SFIA) which underpins technical and digital talent strategies in over 2,500 organisations in 195 countries.

SFI*plus* is a three dimensional model, providing absolute clarity around the skills you need to meet business objectives. It contains the SFIA framework plus detailed training and development resources, offering additional competency, training, and development detail for all skills and levels.

- For each SFIA skill, SFI*plus* contains **EIGHT** additional skill resources
- For each SFIA skill at each level, SFI*plus* includes **SIX** additional task components

This helps career development planning by illustrating the typical characteristics of an individual in a given area of IT operating at a given level, in terms of:

- the background you would expect them to have
- work activities they'd be expected to carry out
- knowledge and skills that can support their performance
- training and development they should undertake
- professional certification they should look to achieve
- professional memberships that would benefit them

Find out more about SFI*plus* by visiting bcs.org/sfiplus

'SFI*plus* offered the flexibility to tailor roles to the specific needs of our employees. We now have a basis on which to build future talent management programmes'

Gene Bernier Director of ITS Program Management Office **Kimberly-Clark**

Relevant in today's industry

SFI*plus* has been created, reviewed and edited by a team of industry experts ensuring it is accurate, relevant and reflects current best practice. It is aligned with BCS Professional Certifications and membership grades and professional registrations such as CITP and RITTech.



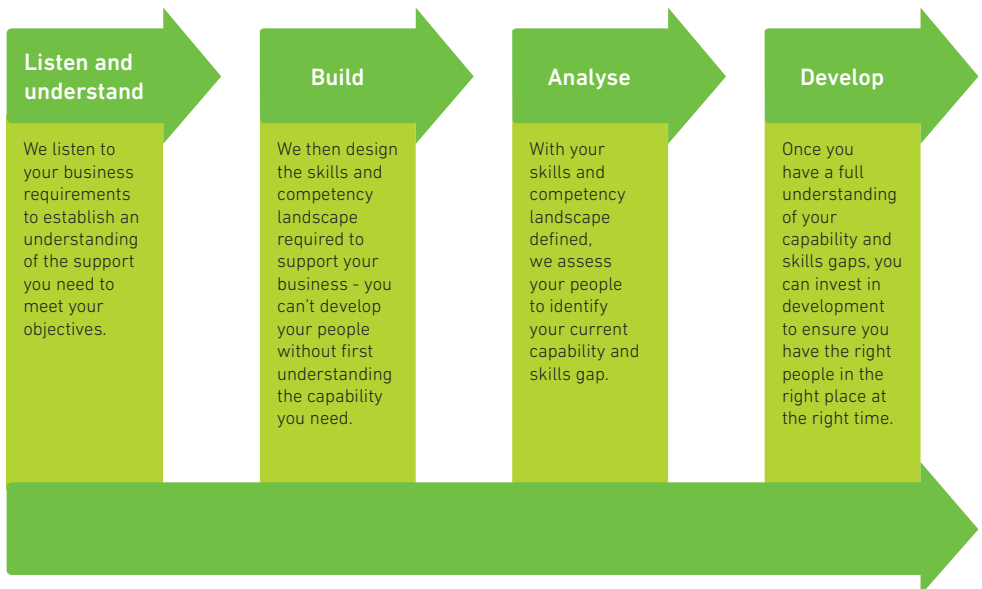
How can I use SFI*Aplus* in my organisation?

The SFI*Aplus* framework can help individuals understand where they are within a department, where they can progress and what they need to do to get to the next level. It allows them to be able to track their own professional development and take responsibility for their career progression.

Organisations using SFI*Aplus* can align knowledge, skills and experience to clearly identify and define career paths and effectively plan training development activity. It provides clarity around the skills they have internally and the skills that are transferable between other projects and areas.

The diagram below shows how we partner with organisations to:

- understand business requirements
- build a picture of skills and competencies needed
- analyse what skills you have and what you require
- implement effective development plans.



Putting SFI*Aplus* into practice

Using SFI*Aplus*, BCS works with organisations to enhance the performance of their IT and digital functions and align skills and competencies with business objectives. This ensures that the organisation has the right people in the right place at the right time.

Business advantage through structured skills development

We provide support to both public and private sector organisations for a wide range of business issues, no matter how complex.

From recruitment, skills gap analysis and talent management programmes to large change and transformation programmes, we can help to ensure your organisation's skill resource supports you in gaining competitive advantage through technology.

SFI*plus* - Competitive advantage through structured skill development

SFI*plus* enables employers and practitioners to measure capability, plan resource and develop performance effectively using a common language for IT skills.

Whether you are a technical or digital professional, an employer in the public or private sector, or involved in recruitment or training, SFI*plus* offers multiple benefits.

The benefits

| For employers | For technical or digital professionals |
|---|---|
| <ul style="list-style-type: none">• Delivers business advantage through structured skills development | <ul style="list-style-type: none">• Reflects the current skills required by the industry |
| <ul style="list-style-type: none">• Builds on SFIA by providing specific, industry related detail | <ul style="list-style-type: none">• Provides a common benchmark against recognised standards |
| <ul style="list-style-type: none">• Helps attract, retain and develop talent | <ul style="list-style-type: none">• Pinpoints the right job for you by defining your skills |
| <ul style="list-style-type: none">• Provides a common language, a shorthand for specifying skill levels | <ul style="list-style-type: none">• Helps you identify a clear progression path and development opportunities |
| <ul style="list-style-type: none">• Ensures consistency of approach to building job profiles and creating development plan | <ul style="list-style-type: none">• Aligns to the Institute's membership grades and supports you in achieving CITP status |
| <ul style="list-style-type: none">• Provides gap analysis report | <ul style="list-style-type: none">• Helps you plan the steps in your career path |
| <ul style="list-style-type: none">• Supports any stage in your organisation's strategy implementation | <ul style="list-style-type: none">• Provides a consistent language for skills, shared by colleagues and employers |
| <ul style="list-style-type: none">• Aligns to the Institute's professional certifications, career framework and membership grades | <ul style="list-style-type: none">• Offers benefits at every stage in your career. |
| <ul style="list-style-type: none">• Inspires high performance and supports professionals in achieving CITP status. | |

Find out more at bcs.org/sfiaplus

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| Category | Skill | Code | Level | | | | | | |
|--|--------------------------------------|------|-------|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Strategy and architecture | | | | | | | | | |
| Information strategy | Enterprise IT governance | GOVN | | | | | 5 | 6 | 7 |
| | Strategic planning | ITSP | | | | | 5 | 6 | 7 |
| | Information governance | IRMG | | | | 4 | 5 | 6 | 7 |
| | Information systems coordination | ISCO | | | | | | 6 | 7 |
| | Information security | SCTY | | | 3 | 4 | 5 | 6 | 7 |
| | Information assurance | INAS | | | | | 5 | 6 | 7 |
| | Analytics | INAN | | | 3 | 4 | 5 | 6 | 7 |
| | Data visualisation | VISL | | | | 4 | 5 | | |
| Information content publishing | ICPM | 1 | 2 | 3 | 4 | 5 | 6 | | |
| Advice and guidance | Consultancy | CNSL | | | | | 5 | 6 | 7 |
| | Specialist advice | TECH | | | | 4 | 5 | 6 | |
| Business strategy and planning | Demand management | DEMM | | | | | 5 | 6 | |
| | IT management | ITMG | | | | | 5 | 6 | 7 |
| | Financial management | FMIT | | | | 4 | 5 | 6 | |
| | Innovation | INOV | | | | | 5 | 6 | 7 |
| | Research | RSCH | | 2 | 3 | 4 | 5 | 6 | |
| | Business process improvement | BPRE | | | | | 5 | 6 | 7 |
| | Knowledge management | KNOW | | 2 | 3 | 4 | 5 | 6 | 7 |
| | Enterprise and business architecture | STPL | | | | | 5 | 6 | 7 |
| | Business risk management | BURM | | | | 4 | 5 | 6 | 7 |
| | Sustainability | SUST | | | | 4 | 5 | 6 | |
| Technical strategy and planning | Emerging technology monitoring | EMRG | | | | 4 | 5 | 6 | |
| | Continuity management | COPL | | | | 4 | 5 | | |
| | Network planning | NTPL | | | | 4 | 5 | 6 | |
| | Solution architecture | ARCH | | | | 4 | 5 | 6 | |
| | Data management | DATM | | 2 | 3 | 4 | 5 | 6 | |
| | Methods and tools | METL | | | 3 | 4 | 5 | 6 | |

Change and transformation

| | | | | | | | | | |
|---------------------------------------|---|-------|--|---|---|---|---|---|---|
| Business change implementation | Portfolio management | POMG | | | | | 5 | 6 | 7 |
| | Programme management | PGMG | | | | | | 6 | 7 |
| | Project management | PRMG | | | | 4 | 5 | 6 | 7 |
| | Portfolio, programme and project support | PROF | | 2 | 3 | 4 | 5 | 6 | |
| Business change management | Business analysis | BUAN | | | 3 | 4 | 5 | 6 | |
| | Business modelling | BSMO | | 2 | 3 | 4 | 5 | 6 | |
| | Requirements definition and management | REQM | | 2 | 3 | 4 | 5 | 6 | |
| | Organisational capability development | OCDEV | | | | | 5 | 6 | 7 |
| | Organisation design and implementation | ORDI | | | | | 5 | 6 | 7 |
| | Change implementation planning and management | CIPM | | | | | 5 | 6 | |
| | Business process testing | BPTS | | | | 4 | 5 | 6 | |
| | Benefits management | BENM | | | | | 5 | 6 | |

Development and implementation

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

Delivery and operation

| | | | | | | | | | |
|---------------------------|-----------------------------|------|---|---|---|---|---|---|---|
| Service design | Availability management | AVMT | | | | 4 | 5 | 6 | |
| | Service level management | SLMO | | 2 | 3 | 4 | 5 | 6 | 7 |
| Service transition | Service acceptance | SEAC | | | | 4 | 5 | 6 | |
| | Configuration management | CFMG | | 2 | 3 | 4 | 5 | 6 | |
| | Asset management | ASMG | | 2 | 3 | 4 | 5 | 6 | |
| | Change management | CHMG | | 2 | 3 | 4 | 5 | 6 | |
| | Release and deployment | RELM | | | 3 | 4 | 5 | 6 | |
| | System software | SYSP | | | 3 | 4 | 5 | | |
| Service operation | Capacity management | CPMG | | | | 4 | 5 | 6 | |
| | Security administration | SCAD | 1 | 2 | 3 | 4 | 5 | 6 | |
| | Penetration testing | PENT | | | | 4 | 5 | 6 | |
| | Radio frequency engineering | RFEN | | 2 | 3 | 4 | 5 | 6 | |
| | Application support | ASUP | | 2 | 3 | 4 | 5 | | |
| | IT infrastructure | ITOP | 1 | 2 | 3 | 4 | | | |
| | Database administration | DBAD | | 2 | 3 | 4 | 5 | | |
| | Storage management | STMG | | | 3 | 4 | 5 | 6 | |
| | Network support | NTAS | | 2 | 3 | 4 | 5 | | |
| | Problem management | PBMG | | | 3 | 4 | 5 | | |
| | Incident management | USUP | | 2 | 3 | 4 | 5 | | |
| | Facilities management | DCMA | | | 3 | 4 | 5 | 6 | |

Skills and quality

| | | | | | | | | | |
|--------------------------------|-------------------------------------|------|--|--|---|---|---|---|---|
| Skill management | Learning and development management | ETMG | | | 3 | 4 | 5 | 6 | 7 |
| | Competency assessment | LEDA | | | 3 | 4 | 5 | 6 | |
| | Learning design and development | TMCR | | | 3 | 4 | 5 | | |
| | Learning delivery | ETDL | | | 3 | 4 | 5 | | |
| | Teaching and subject formation | TEAC | | | | | 5 | 6 | |
| People management | Performance management | PEMT | | | | 4 | 5 | 6 | |
| | Resourcing | RESC | | | | 4 | 5 | 6 | |
| | Professional development | PDSV | | | | 4 | 5 | 6 | |
| Quality and conformance | Quality management | QUMG | | | 3 | 4 | 5 | 6 | 7 |
| | Quality assurance | QUAS | | | 3 | 4 | 5 | 6 | |
| | Measurement | MEAS | | | 3 | 4 | 5 | 6 | |
| | Conformance review | CORE | | | 3 | 4 | 5 | 6 | |
| | Safety assessment | SFAS | | | | | 5 | 6 | |
| | Digital forensics | DGFS | | | | | 4 | 5 | 6 |

Relationships and engagement

| | | | | | | | | | |
|-------------------------------|--------------------------|------|---|---|---|---|---|---|---|
| Stakeholder management | Sourcing | SORC | | 2 | 3 | 4 | 5 | 6 | 7 |
| | Supplier management | SUPP | | 2 | 3 | 4 | 5 | 6 | 7 |
| | Contract management | ITCM | | | | 4 | 5 | 6 | |
| | Relationship management | RLMT | | | | 4 | 5 | 6 | 7 |
| | Customer service support | CSMG | 1 | 2 | 3 | 4 | 5 | 6 | |
| Sales and marketing | Marketing | MKTG | | 2 | 3 | 4 | 5 | 6 | |
| | Selling | SALE | | | | 4 | 5 | 6 | |
| | Sales support | SSUP | 1 | 2 | 3 | 4 | 5 | 6 | |
| | Product management | PROD | | | 3 | 4 | 5 | 6 | |

The Skills Framework for the Information Age (SFIA) is an international skills and competency framework that describes technical and digital roles and the skills needed for them. It is supported by companies around the globe and it is backed by the UK government. It is adopted in a growing number of countries.

SFIAplus contains the SFIA framework of skills plus detailed training and development resources. The result is the most established and widely adopted technical and digital skills, training and development model that reflects current industry needs. The standard enables employers and practitioners to identify career paths and plan training and development.

Find out more at www.bcs.org/sfiaplus

What's in the 'plus'?

For each SFIA skill at each level, SFIAplus offers six additional task components and eight additional skills resources as shown in the example of Business Analysis below.

Skill resources Business Analysis level 5

Examples of the additional skills resources and task components for Business Analysis at level 5 are given below.

- Skill resources
- Related functions
- Technical overview, including typical tools and techniques
- Overview of training, development and qualifications
- Careers and jobs
- Professional bodies
- Standards and codes of practice
- **Communities and events**
- Publications and resources

Each Skill resource provides in depth information to support development planning, for example the Skill resource for **communities and events** gives details of:

- There are several BCS specialist groups with regular events and workshops including the Requirements Engineering Specialist Group, the Business Change Specialist Group and the Agile Methods Specialist Group
- The IIBA UK chapter runs frequent events across the UK
- The BA Manager Forum provides resources and runs biannual events for senior business analysts in leadership roles.

Task components Business Analysis level 5

These provide an extra level of detail about what is expected from an individual working in this sort of role at this level.

Some examples taken from the Task components for Business Analysis at level 5 are shown below:

- **Background:** has excellent interpersonal skills and is fully experienced at dealing with stakeholders. Understands the rationale for business analysis and is proficient in applying business analysis skills and techniques within the business change and software development life-cycles. Possesses a good understanding of business and business skills, and understands the significance of commercial constraints. Is able to apply business and technical expertise to assignments in other specialist areas and business domains.
- **Work activities:** investigate business problems and opportunities, and specify required changes to business processes, people skills, information, technology and organisation structures and roles. Selects, applies and monitors the use of modelling and analysis techniques, methods and standards in an informed and proficient way.
- **Knowledge and skills:** includes conceptual thinking, business analysis techniques and stakeholder engagement.
- **Training activities:** includes business case preparation, project definition, planning and risk management and an introduction to systems development, including development life cycles.
- **Professional development:** includes project leadership, presentation skills, quality management and an introduction to systems development, including development life cycles.
- **Qualifications:** BCS International Diploma in Business Analysis and Chartered IT Professional would support career progression and skills development.