

May 2015



Skills Update

Newsletter of the SFIA Foundation

Developing Digital Talent 2015



WEDNESDAY 1ST JULY, LONDON

Brought to you by BCS, The Chartered Institute for IT, the Tech Partnership and the SFIA Foundation.

Technology continues to advance at a rapid rate. IT professionals and their employers must keep pace with the skills their businesses need now and in the future.

Success is all about the people, even when it's digitally enabled. For businesses to compete and thrive they need a multi-faceted approach to improving their digital talent.

At Developing Digital Talent 2015, technology leaders from Government and industry will demonstrate the true value of effective skills management. You'll hear about successful talent programmes within a range of organisations and practical examples to help you embed better skills management in your team.

Discover how a unified, globally-relevant framework of IT skills can support employers and practitioners in fulfilling their potential and gaining competitive advantage. Also hear about the latest update to SFIA (the Skills Framework for the Information Age), how the framework can help us tackle the growing digital skills gap, and the plans to increase investment in skills development.

In collaboration, BCS, the Tech Partnership and the SFIA Foundation are committed to helping you future-proof your business by having the right people with the right skills in the right roles. Together we are developing the talent to drive the digital age.

Date: 1st July 2015, 09:00 - 17:00

Address: Grand Connaught Rooms, 61-65 Great Queen Street, London, WC2B 5DA

Tickets can be purchased from the BCS website: www.bcs.org/digitaltalent2015

Exhibition

A **skills**-focused exhibition will enable delegates to see the product and service offerings of The SFIA Foundation's Accredited Partners. If you are a SFIA Accredited Partner and interested in purchasing an Exhibition stand at the event please contact the SFIA Business Administrator at:

busadmin@sfia-online.org

Can you see the talent?

The IT skills gap is a problem that never seems to go away. Although a considerable challenge around the world across a broad range of sectors, it is particularly acute in the IT industry.

CIOs and digital leaders need to take a proactive approach when dealing with the skills shortage. By changing their approach to training and development, businesses will be well positioned for the ongoing digital transformation.

This whitepaper looks at the strategies that can be adopted to deal with the IT skills gap.

Read the whitepaper in full at- <http://www.bcs.org/category/18002>



SFIA V6 *The Future of the framework*

At the end of June 2015, we will publish version 6 of SFIA, the Skills framework for the Information Age. The official launch will be at the **Developing Digital Talent** event at the Grand Connaught Rooms in London on Wednesday 1st July.

The details of the changes made will be presented at the event on 1st July, and during other conference, events, and webinars around the world during 2015. The changes include: 7 new skills (including *digital forensics, product management and penetration testing*); category and sub-category changes; name changes; new levels for existing skills; and some consolidation. Changes reflect developments in digital skills, cyber security, big data, cloud, agile, information management and other key topics.

Version 6 will be published in 6 languages – English, Spanish, German, Mandarin Chinese, Japanese and Arabic. All languages will be available in the online version on the SFIA website, as well as the downloadable material. SFIA Training Partners have started work on revised materials, and the first version 6 based Understanding SFIA course is scheduled for the day after the launch event, at the same venue.

SFIA is now in use in nearly 200 countries around the world, and interest continues to grow. The signs are that version 6 is already generating significant enquiries and project planning by organisations wishing to adopt it.

Matthew Burrows

SFIA V6 Design Authority and Interim Operations Manager

SFIA V6 - Spoiler Alert!

-  **Strategy and Architecture**
-  **Change and Transformation**
-  **Development and Implementation**
-  **Delivery and Operation**
-  **Skills and Quality**
-  **Relationships and Engagement**

Sneak preview of the version 6 category changes.

One of the issues that had been recognised in observing use of SFIA was that some users incorrectly assumed that categories contained all the skills by people working in an area which resembled a category, subcategory or individual skill. For example, those working in Service Management roles expected all their skills to be in that category, when in reality many of the skills in other categories were relevant. It should be remembered that categories and subcategories are only used to provide a grouping to ease navigation, to avoid having a single flat list. There are no definitions of categories and subcategories themselves.



Book now for the first

Version 6

Understanding SFIA

training course

2nd July 2015

(the day after the SFIA V6 launch event)

Grand Connaught Rooms, 61-65 Great Queen Street, London, WC2B 5DA

www.bsmimpact.com/sfia-training/

Online training also available for 6th and 7th July

BSMimpact
Business | Service | Management

Prague, 23.01.2015, Annual conference itSMF Czech “Best Project of 2014”.



Conference committee voted winning ITSM project for balanced aspects of people, processes and tool supporting efficient work in IT department in HARTMANN Company. Our partner Zdenek Kvapil, Q4IT successfully utilized SFIA for managing IT skills in IT department, identification of underdeveloped skills and planning future skills development. Within single project two aspects were resolved, people/processes and in parallel deployment of suitable ITSM tool – ALVAO Service Desk. Project received strong support from CIO as it helped to achieve strategic target – adopt widely accepted best practices for managing IT. **Zdeněk Kvapil Q4IT**

SFIA goes Digital at British Gas



British Gas and North Highland used the SFIA Skills Framework (version 5) to bring structure and consistency to an evolving Digital team.

The “Digital Team” represents a challenge for traditional skills frameworks as it tends to incorporate an incredibly diverse skill set. British Gas Digital is no different and has technology, customer experience, marketing and strategy components. In order to create a skills framework that was specific, accessible and transferable to other non-Digital Technology roles, North Highland used SFIA as the skeleton of a customised framework. The majority of the skills were populated from SFIA and where a gap was identified, the team developed custom additions to supplement Digital-specific skills. The end result was a skills framework that allows British Gas employees to grow their careers within the Digital team and link easily into core technology functions.

The Digital Skills Framework consisted of two elements:

- SFIA tool to identify the desired skills and make comparisons for roles across Digital
- An interactive presentation providing background information on the tool and guidelines for how the skills interact with training options and career growth

Change drives business success. IT innovation drives change, but you need the right people with the right skills.

'55% of digital leaders say business transformation and organisational change is a top priority for 2015.' BCS Digital Leaders Survey 2015. With our globally recognised IT skills framework *SFIAPlus* and professional certification portfolio, you can develop the capability of your team in line with business objectives to deliver successful transformation.

Are you equipped to handle the pace of change?

Watch the video - <http://www.bcs.org/category/18391>



How can you get involved in SFIA without it breaking the bank?

There are many views on how to get started, however the answer is often met with many more questions.

How deep into your IT strategy do you want to embed SFIA? There are areas of SFIA that can be self-managed with a little knowledge and guidance.

Organisation Charts

By studying the level descriptors you can align your organisation charts using SFIA Levels 1 – 7 thus allowing you to start thinking of where your team would fit in terms of their position within your IT department. This opens up other doors into structure and levels of responsibility and helps when managing career advancement. You can start slotting people and roles into levels therefore building a hierarchical structure to your organisation. Roles will often have a core level indicator but its recognised individual code responsibility maybe at a higher or lower SFIA level but the core level would indicate where they sit in the organisation.



The Job Description

If you look at the SFIA framework taking note of its first word “Skills” this gives you a good place to start. Skills are primarily associated with people however projects and strategy will also play a part.

IT personnel invariably have job descriptions (JD) written by the HR department which often do not reflect the professional competencies required of that role. Firstly look at mapping your IT job descriptions, breaking down the roles and responsibilities each individual has. I’m not suggesting you replace your existing HR JD, simply underpin the original with the SFIA skills descriptors.

You can now look at the job description and start to break it down into SFIA codes. A rule of thumb would be to dissect the individual’s existing job description into three areas, choosing 5 to 6 codes in each area. The first being “Core” primary tasks the individual carries out regularly or has responsibility for on a daily basis. Secondly “Contributing towards” codes that may not be a daily task but they have clear responsibility for from time to time. Finally “Awareness of” codes may be a task that is called in to support the business and requires some knowledge. FIMT (Finance) often requires awareness but may not be a core part of the role.

Skills Coaching

It’s often a good idea to sit down with the individual and check the output of the SFIA job description. These are the descriptors which can be pulled from the SFIA framework and give you a topic of conversation within skills coaching sessions. I often introduce within a level a recognition of where the individual maybe in that level, much the same process you no doubt already have in a development review. Is the employee at the “foundation” level of their skills set within that role? Do they operate in the middle ground of the “intermediate” level? Are they seen as an expert in that level and therefore ready for the next level? The information gleaned during coaching sessions gives you a development structure to work with using SFIA enabling you to make decisions regarding further development by planning courses such as ITIL. Earmarking training and qualifications at levels suggests ITIL for instance would be available to those at a particular level and above.

Projects

You can carry out a similar process with projects, assigning SFIA codes to them to predict the skills needed which would allow you to investigate your pool of resources to see who in your department has those skills. If no one has the skills then you know you need to either train or recruit. Either way you are able to plan people skills and your project skills in the same way.

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Recruitment

Recruitment can also be managed in much the same way. Mapping the intended role would offer a professional insight in to skills you are looking to your recruiting department or agency to find. If you are using SFIA internally why not recruit to a SFIA standard externally? Using assessments to screen for SFIA competency, you are making sure the person and their skills are exactly what you are looking for. Hudson IT has proven this; by using SFIA assessments in recruitment they offer the best skills associated with a potential candidate, not the best CV.



It's not as hard or as expensive as you may think.

Always happy to help

Kevin.tibbs@validateskills.com Registered SFIA Partner and Consultant. www.validateskills.co

Return on Investment for an Information Business

Land and Property Information (LPI) is a Government information business, reliant on the gathering, processing, and delivery of a range of complex and essential information to a wide range of users and stakeholders.

LPI's business is rapidly evolving alongside an evolving ICT industry. There are increasing demands on LPI through new services based on new technologies, an online and tech-savvy public expecting services to quickly follow technology developments, and ICT sourcing models that are continually evolving from in-house to cloud-based. LPI is expected to deliver better services, faster, and with greater surety.

Whilst we implemented SFIA last year to comply with the New South Wales (NSW) Government adoption of the framework, we were keen to maximise the benefit SFIA can provide to our organisation.

Our implementation of SFIA was a phased approach, using the experience of a SFIA Consulting Partner, Adaps Consulting, to assist us on our journey.

Phase 1 of the implementation focused on introducing SFIA to the organisation in a structured way via a well-defined communications strategy and training plan. When we conducted our risk management workshop, most of the risks identified were related to people and communications, so it was critical for us to manage our communications efficiently and effectively. We conducted SFIA training for senior stakeholders, team leaders and HR professionals. We also used a SFIA animation to inform our staff members about SFIA and what was in it for them. After training and communications we performed a skills assessment and validation activity for all our ICT staff, over 130 in total. Even though we asked people to focus on 6-8 skills, the average skills per person was 13. We conducted a skills validation interview for every person to allow them to refine their skills. After validation, the average skills per person were 8. Even though we did not make the assessment compulsory, we still had 100% completion! At the end of the 6 week activity, we had an excellent idea as to what skills we had and how they related to our future needs.

LPI is an organisation that is built on information, so we appreciated the value that SFIA can provide both now and in the future. The analysis of skills and levels helped shape our development needs as well as identifying areas of risk. We also understand if we are to get ongoing value out SFIA, we need integrate the processes that both supply and use the data within the framework.

Show me the money!

We have now moved to Phase 2 of our SFIA implementation, which is all about embedding SFIA into our organisation to maximise our return on investment. Based on the data we captured in Phase 1, we are building a set of Communities of Practice that we will invite ICT staff members to join based on their SFIA profile. We want people to both acknowledge and grow their SFIA skills, and we believe a Community of Practice is the best way to go. Using the levels of responsibility and skills with the SFIA framework, we are training senior practitioners to perform SFIA Validation interviews and Recruitment interviews. Our SFIA partner Adaps Consulting is helping with the Assessor training and mentoring staff through the process.

We are integrating SFIA into our Project Management methodology, creating new artefacts and processes. We will use SFIA when we define our requirements, and then identify project resources based on SFIA skills and availability.

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Integrating SFIA into our project management governance will help us manage projects better, so we will be defining project board members based on their levels of responsibility and the risk profile of the project.

Lastly, we are moving to integrate SFIA into recruitment, performance management and learning and development. We have started this by including mentoring within the Communities of Practice and recognising this effort using CoP credits.

We know we have just started on our SFIA journey, but by focusing on the benefits SFIA can provide and by taking a holistic approach, we are confident SFIA will be around for many years to come and will continue to provide value into the future.

Dr. Steven Woodhouse
Chief Information & Technology Officer
Land and Property Information

SFIA V6 Conference, Sydney, Australia

Thursday 13 August 2015

Interested in being an attendee? A sponsor? Or a speaker?

We invite you to complete a 2 minute survey to help us determine interest in this event.

Please click on the following link to find out more!

<https://www.surveymonkey.com/s/DDLZPHF>

The Last Word

With SFIA version 6 on the horizon, the 2015 'Developing Digital Talent' conference and numerous global events in the pipeline, we are really looking forward to some positive changes in the world of SFIA this year.

I would personally like to thank everyone who has contributed to the development of SFIA over the years and to those who continue to play a part in the development of SFIA. Without the on-going dedication of the SFIA Community, SFIA would not be the global success that it is today. Help us keep up to date with User experience and to assist others with their SFIA Journey by sharing your story: either in the form of a case study or an article for our next edition of 'Skills Update' the SFIA Newsletter. Whether it's a success story, a tale of trouble overcome, or unique SFIA implementation we'd love to hear from you. So until the next edition of 'Skills Update', thank you again for your on-going support and I wish you a prosperous few months.



Lucy Ryan
Business Administrator

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