IT COMMUNITY DEVELOPMENT PROJECT

Techlink June 2016

UNIVERSITY OF CAMBRIDGE

Agenda

- Welcome
- A little about the project
- SFIA – and related frameworks
- Discussion

THE PROJECT

IT Professional Community

Grow – Capability [improving skills and ability to get things done]	Give – knowledge/expertise

Community Hub

Grow- Career [better able to navigate the internal job market]	Get – knowledge/expertise

Desired Outcomes

IT professionals should feel more confident and equipped to:

- deliver relevant IT services now and for the future
- actively manage their own career paths, resulting in greater mobility of staff between parts of the University

The University should be increasingly confident that:

- it has the IT professionals able to support its future plans
- there is a clearly understood talent pipeline for IT professionals

This Project

- Funded to December 2016
- Looking at (amongst other things):
  - SFIA deployment
  - Developing skills profiles for IT jobs
  - Mapping skills across the Collegiate University
  - Designing a centrally driven development programme, and making the case for it
  - Reviewing shadowing and mentoring scheme
  - Creating/supporting the mechanisms for networking and personal development
  - Providing tools to support people plan their own professional development

GROW – CAPABILITY AND CAREER

SFIA? CBA? HERA?

Three tools to do three different jobs

SFIA = Skills Framework for the Information Age
- Developed by the SFIA Foundation, made up of a number of professional bodies including the BCS
- Industry standard, now in version 6
- Defines the <u>technical skills</u> of the IT Professional

CBA = Cambridge Behavioural Attributes (<u>http://www.ppd.admin.cam.ac.uk/career-development/behavioural-attributes</u>)
- Developed by PPD and the Judge Business School
- Describes the <u>behaviours</u> that make someone successful in the University

HERA = Higher Education Role Analysis
- Industry standard method of evaluating jobs
- Assigns points across 13 areas to give an overall score
- That score is used to determine a grade, and so a <u>salary range</u> (the price of a job)

SFIA: An important part of the full picture

Describes professional skills in a consistent manner

SFIA: what is it and what is it good for?

What is it?

- a common reference model in a two-dimensional framework consisting of skills on one axis and seven levels of responsibility on the other
- a flexible resource which can be adopted and adapted to work in a range of HR systems and people-management processes

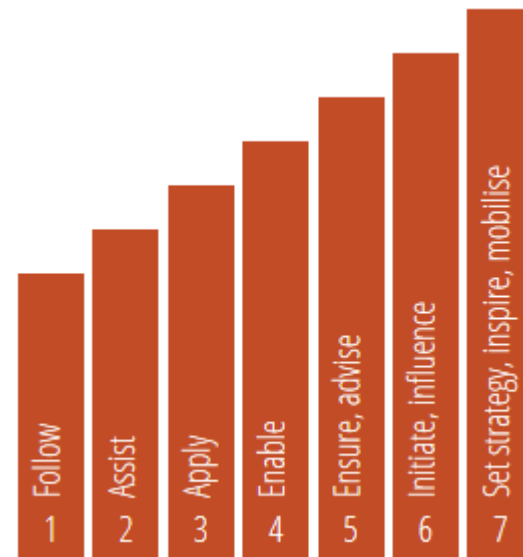What it means for the IT Professional

- The processes it supports:
  - Assessment – 'Which skills do I have now?'
  - Roles and Jobs – 'Which skills do I need?'
  - Analysis - 'Do I have the right skills at the correct level?'
  - Learning and Development – 'How do I achieve my goals?'
- Benefits:
  - The ability to determine your current skills profile and identify your strengths against global standards
  - A way to plan and recognise the areas to develop your skills to help achieve your goals and plan your career
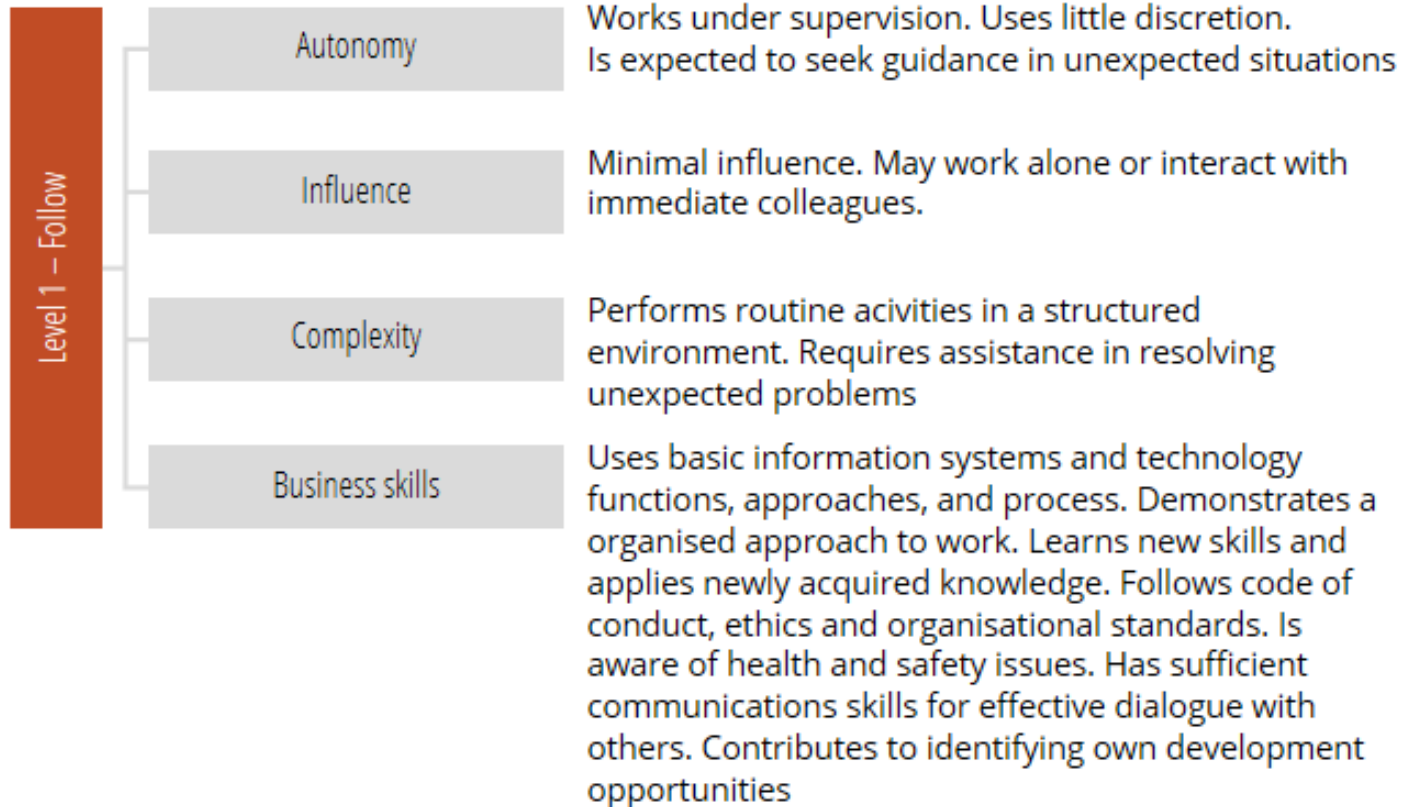
SFIA: uses both skills and responsibilities

Skills groupings

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

Levels of responsibility

Follow 1
Assist 2
Apply 3
Enable 4
Ensure, advise 5
Initiate, influence 6
Set strategy, inspire, mobilise 7

SFIA: Levels of Responsibility

Level 1 – Follow

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 acivities in a structured environment. Requires assistance in resolving unexpected problems
Business skills	Uses basic information systems and technology functions, approaches, and process. Demonstrates a organised approach to work. Learns new skills and applies newly acquired knowledge. Follows code of conduct, ethics and organisational standards. Is aware of health and safety issues. Has sufficient communications skills for effective dialogue with others. Contributes to identifying own development opportunities

SFIA: Categories, Sub Categories, Skills

Development and implementation	Systems development	Systems development management DLMG					5	6	7
		Data analysis DTAN		2	3	4	5		
		Systems design DESN		2	3	4	5	6	
		Network design NTDS					5	6	
		Database design DBDS		2	3	4	5	6	
		Programming/software development PROG		2	3	4	5		
		Animation development ADEV			3	4	5	6	
		Safety engineering SFEN			3	4	5	6	
		Sustainability engineering SUEN				4	5	6	
		Information content authoring INCA	1	2	3	4	5	6	
		Testing TEST	1	2	3	4	5	6	
	User experience	User experience analysis UNAN			3	4	5		
		User experience design HCEV		2	3	4	5	6	
		User experience evaluation USEV		2	3	4	5	6	
	Installation and integration	Systems integration SINT		2	3	4	5	6	
		Porting/software configuration PORT			3	4	5	6	
		Hardware design HWDE				4	5	6	
		Systems installation/decommissioning HSIN	1	2	3	4	5		

SFIA: Categories, Sub Categories, Skills

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				4	5	6	
		Change management CHMG		2	3	4	5	6	
		Release and deployment RELM			3	4	5	6	
	Service operation	System software SYSP			3	4	5		
		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	

SFIA: an example

Application Support – a skill found in the Delivery and Operation category

level	Description
5	Drafts and maintains procedures and documentation for applications support. Manages application enhancements to improve business performance. Advises on application security, licensing, upgrades, backups, and disaster recovery needs. Ensures that all requests for support are dealt with according to set standards and procedures.
4	Maintains application support processes, and checks that all requests for support are dealt with according to agreed procedures. Uses application management software and tools to investigate issues, collect performance statistics and create reports.
3	Identifies and resolves issues with applications, following agreed procedures. Uses application management software and tools to collect agreed performance statistics. Carries out agreed applications maintenance tasks.
2	Assists in the investigation and resolution of issues relating to applications. Assists with specified maintenance procedures.

SFIA: how we are starting to use it in the University

- Personal development planning

- Skills profiling – Clinical Medicine Pilot

- Skills database – UIS Pilot

- Feeding into job descriptions – standardising the way we describe things

SFIA provides a resource for consistency
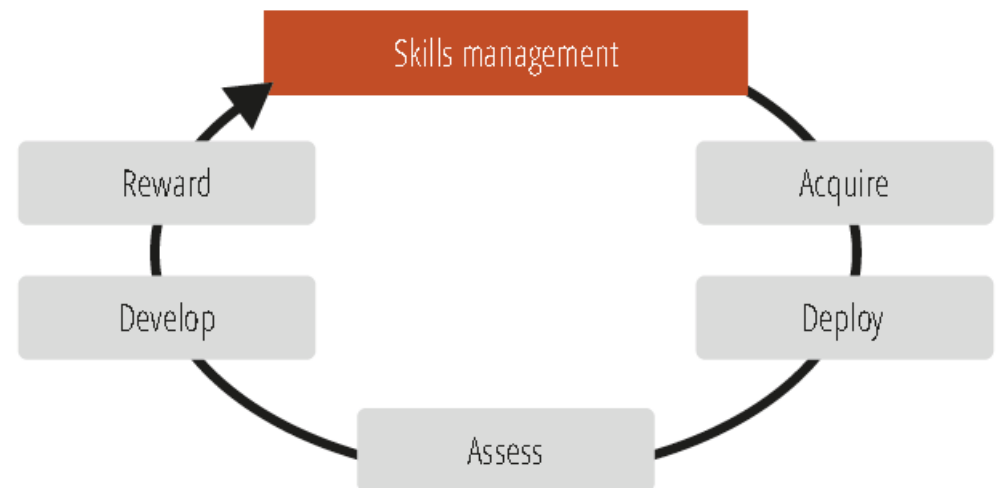
For more information

SFIA is open source and industry standard. To find out more go to their website:

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

Links

- Cambridge Behavioural Attributes
  http://www.ppd.admin.cam.ac.uk/career-development/behavioural-attributes

- HERA
  http://www.hr.admin.cam.ac.uk/pay-benefits/grading-and-job-evaluation/higher-education-role-analysis-hera-and-job-evaluation

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