IVI Community Event

Capability to Skills
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Capability to Skills

Agenda

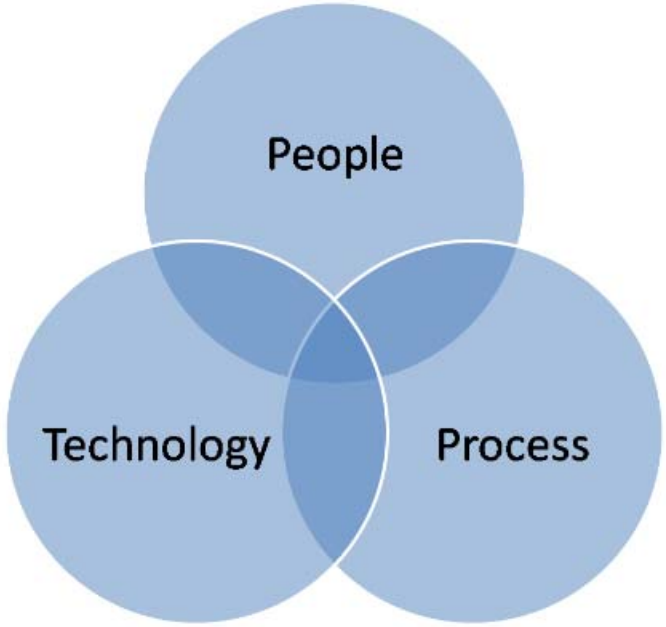
1. Current knowledge of skills framework of audience
2. General introduction to work to date
3. Scenario outline of IT effectiveness survey leading to focused CC improvements
4. Show example of one CC leading to skills (example is SFIA, also mapping e-CF, i-CD)
5. Demonstrate and get feedback on proposed usable assets

Timings

1. Presentation: 10 minutes
2. Exercise: 10 minutes
3. Discussion: 10 minutes

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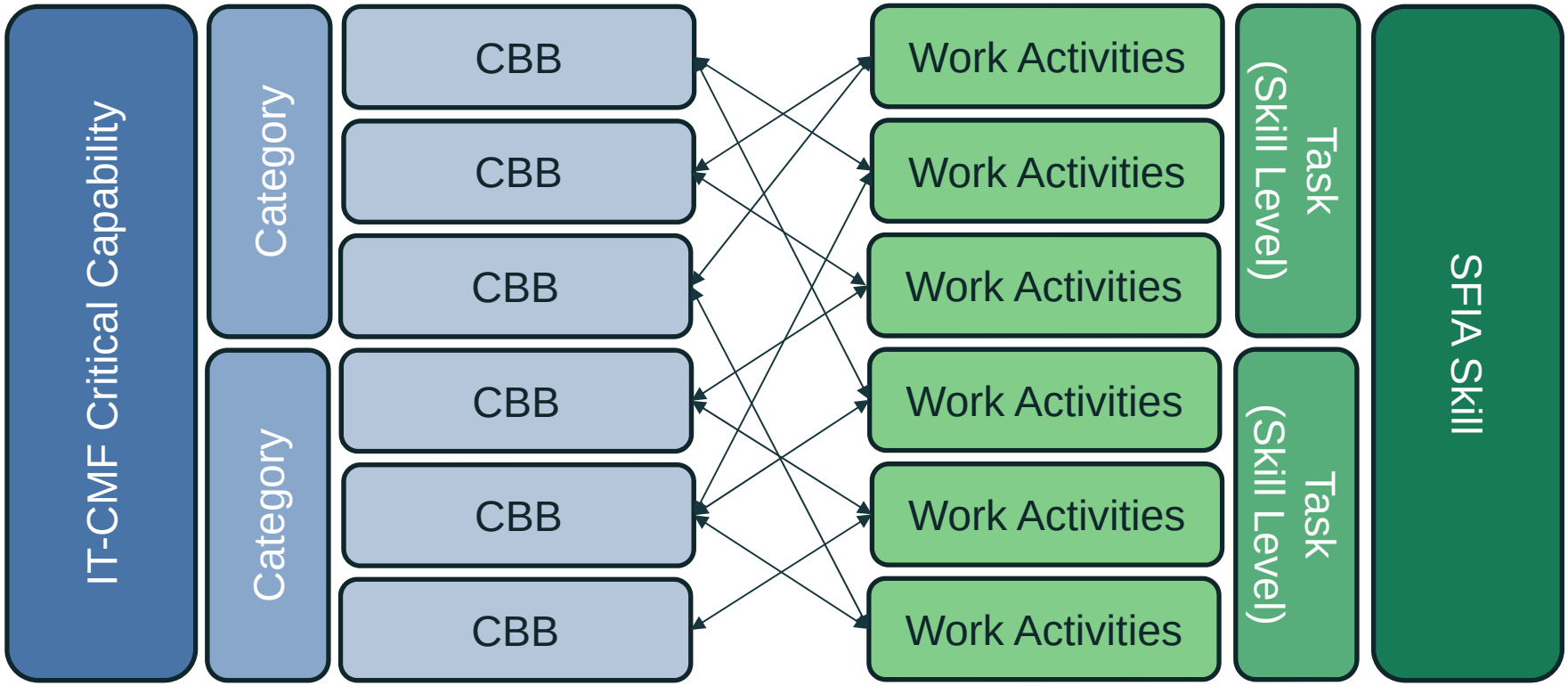
Skills and Capability connection



Adapted from: Ross, Beath & Goodhue (1996) Develop Long-Term Competitiveness through IT Assets. *Sloan Management Review*, 38 (1): 31-42

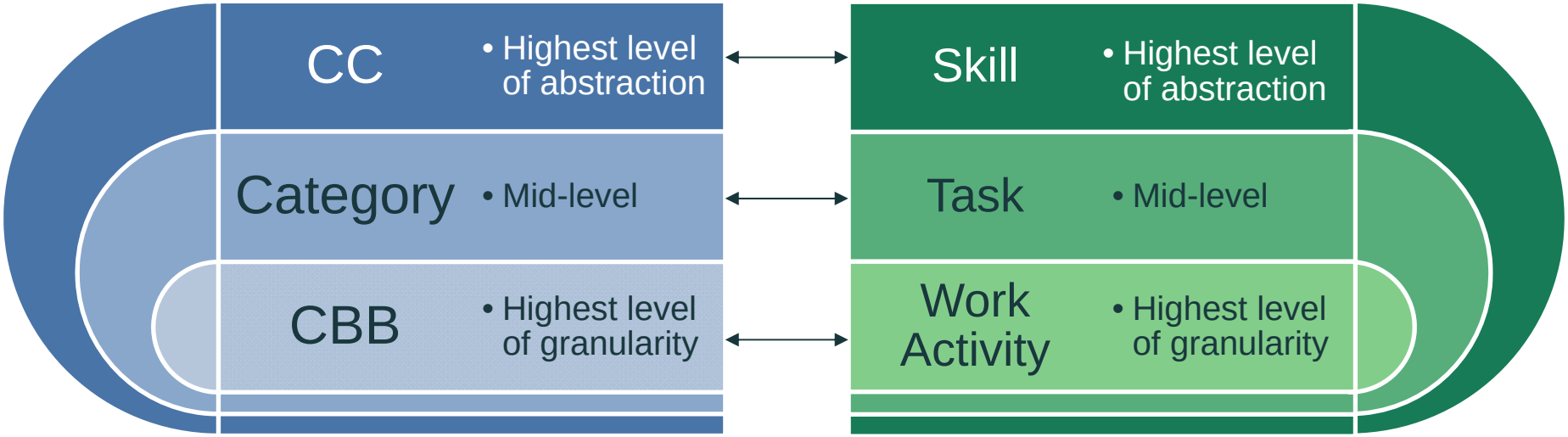
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Mapping between IT-CMF and SFIA



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Rolling up – degrees of granularity or abstraction



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Use Case scenario

- Organisation does **IT Effectiveness** assessment
- Identifies and prioritises capability areas for improvement
- What next?

- Improvement planning can now incorporate identification of:
  - The **work activities (SFIA)** they are **currently** doing to address this capability
    - and (formal or informal) assessment of the extent to which they are being done
  - What they **are not doing** but **should be doing** to improve this capability (target)
    - **who/what sort of job profile (SFIA)** should be responsible to drive these actions
    - and what **skills (SFIA)** do they need to do it well

- Example: organisation has identified **SSM (Supplier & Sourcing Management)** as a key capability improvement target…

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Sample outputs

CC to Skills overview

Skills Overview by Critical Capability: SSM Sourcing & Supplier Management

SORC Sourcing
The provision of policy, internal standards and advice on the procurement or commissioning of externally supplied and internally developed products and services. The provision of commercial governance, conformance to legislation and assurance of information security. The implementation of compliant procurement processes, taking full account of the issues and imperatives of both the commissioning and supplier sides. The identification and management of suppliers to ensure successful delivery of products and services required by the business.

ITCM Contract management
The overall management and control of the operation of formal contracts for supply of products and services.

SLMO Service level management
The planning, implementation, control, review and audit of service provision, to meet customer business requirements. This includes negotiation, implementation and monitoring of service level agreements, and the ongoing management of operational facilities to provide the agreed levels of service, seeking continually and proactively to improve service delivery and sustainability targets.

PBMG Problem management
The resolution (both reactive and proactive) of problems throughout the information system lifecycle, including classification, prioritisation and initiation of action, documentation of root causes and implementation of remedies to prevent future incidents.

COPL Continuity management
The provision of service continuity planning and support. This includes the identification of information systems which support critical business processes, the assessment of risks to those systems' availability, integrity and confidentiality and the co-ordination of planning, designing, testing and maintenance procedures and contingency plans to address exposures and maintain agreed levels of continuity. This function should be performed as part of, or in close cooperation with, the function which plans business continuity for the whole organisation.

Category to Tasks overview

Tasks (Skill Levels) Overview by CC Category: SSM Sourcing & Supplier Management

SSM.A Sourcing Strategy

SORC Sourcing

Level 7 Takes overall responsibility for conformance to legislation; supply chain management; commercial governance; policy and procedures for selection of suppliers, tendering and procurement (including "build or buy" criteria, and benchmarking performance). Determines overall strategies for managing supplier relationships, embracing effective operational relationships at all levels. Is responsible for deployment and review of acquisition processes and for negotiating major contracts. Establishes frameworks to monitor services provided and ensure value for money over the lifetime of contracts. Represents the company in any serious disputes involving suppliers.

Level 6 Influences policy and procedures covering the selection of suppliers, tendering, procurement and benchmarking. Establishes procurement strategies, standards, methods, processes and good practices that ensure compliance with legislation, regulation and third party information security. Identifies external partners, engaging with professionals in other related disciplines as appropriate. Ensures that terms and conditions are aligned with current legislation and policy. Leads the procurement process, from clarifying requirements through to placing, monitoring and terminating contracts. Measures the perception about how services are delivered, assessing the performance of the supplier, their experience of own organisation's performance, and effectiveness across the supply chain.

Level 5 Researches suppliers and markets, and maintains a broad understanding of the commercial environment, to inform and develop commercial strategies and sourcing plans. Advises on the business case for alternative sourcing models, and on policy and procedures covering the selection of suppliers, tendering, and procurement. Leads procurement teams, managing tender, evaluation and acquisition processes. Negotiates with potential partners and suppliers, developing acceptance criteria and procedures. Drafts and places contracts. Carries out benchmarking and ensures that supplier performance is properly monitored and regularly reviewed. Liaises with designated supplier(s), and manages and implements supplier service improvement actions and programmes.

Level 4 Reviews business cases (requirements, potential benefits and options) and determines appropriate procurement routes. e.g., open market or collaborative framework. Using market knowledge to inform specifications, ensures detailed pre-qualification questionnaires and tender invitations are prepared.

* Full copies of these sample reports are available to view *

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