Professionalism in IT

Charles Hughes

President

British Computer Society

IFIP WCC

24 August 2006

going further **together**

![BCS - The British Computer Society]

BCS Professionalism in IT Programme

→ Background
→ Purpose and Objectives
→ Professionalism
→ The New IT Profession
→ The Way Forward
→ An international IT Profession

→ →
going further together

BCS®
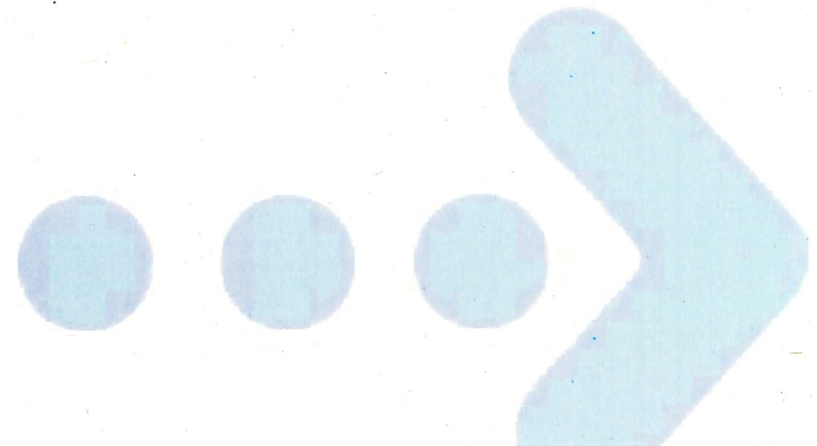
Failure Statistics

- → 75% of all IT projects exceed budget and schedule: 33% fail altogether (Gartner)

- → 80 to 90% of IT investments do not meet performance objectives, 80% are delivered late and over budget and 40% are abandoned as failures (OASIG)

- → Annual cost of IT failure in Western Europe $140.5 Billions (Gartner)

going further **together**

BCS
THE BRITISH COMPUTER SOCIETY
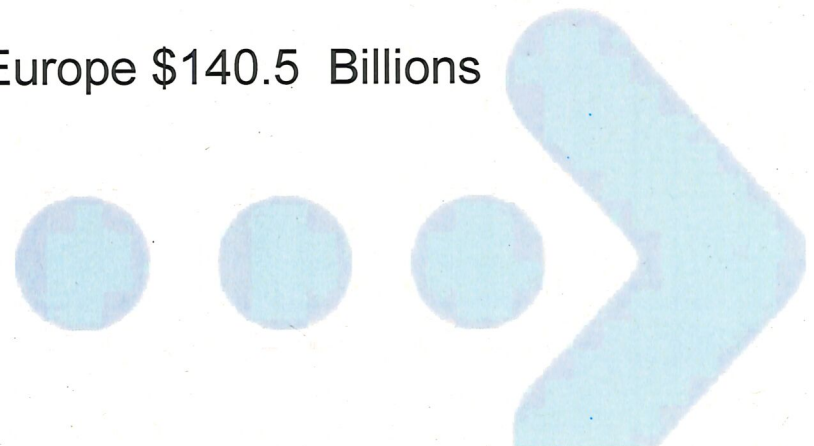
Public Comments

▪▪▶ Government IT projects have failed due to 'incompetent suppliers providing poor solutions'

Andrew Pinder (2002)

▪▪▶ 'Every day we are faced with suppliers who make exorbitant claims about the performance of their products and we are bitterly disappointed.'
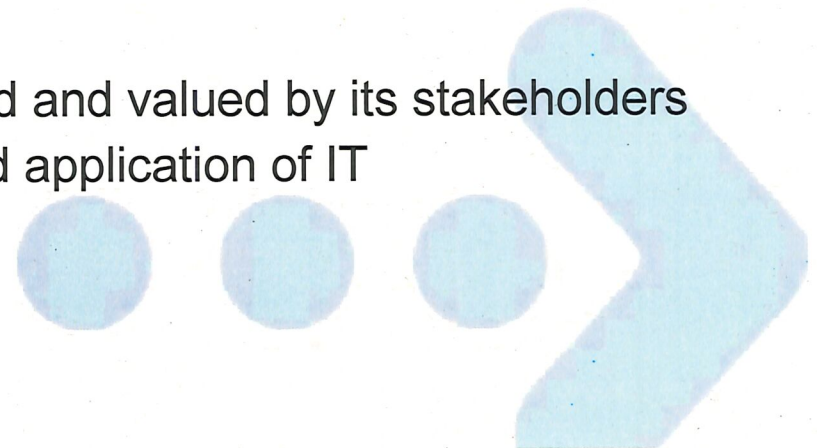
Sir Peter Gershon (2002)

▪▪▶   ▪▪▶

going further together
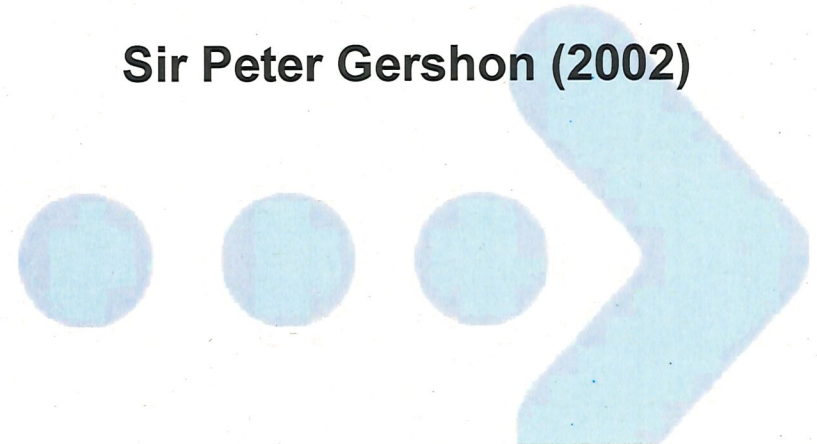
ProfIT Conclusions

-→ Professionalism is the key to improved performance – professionalism of IT practitioners <u>and</u> organisations

-→ Issues are complex, problems systemic

-→ Quality products and services are the result of professional organisations, employing competent professional people in all functions, working to professional standards and processes

-→ Everybody believes in professionalism but few know what it means

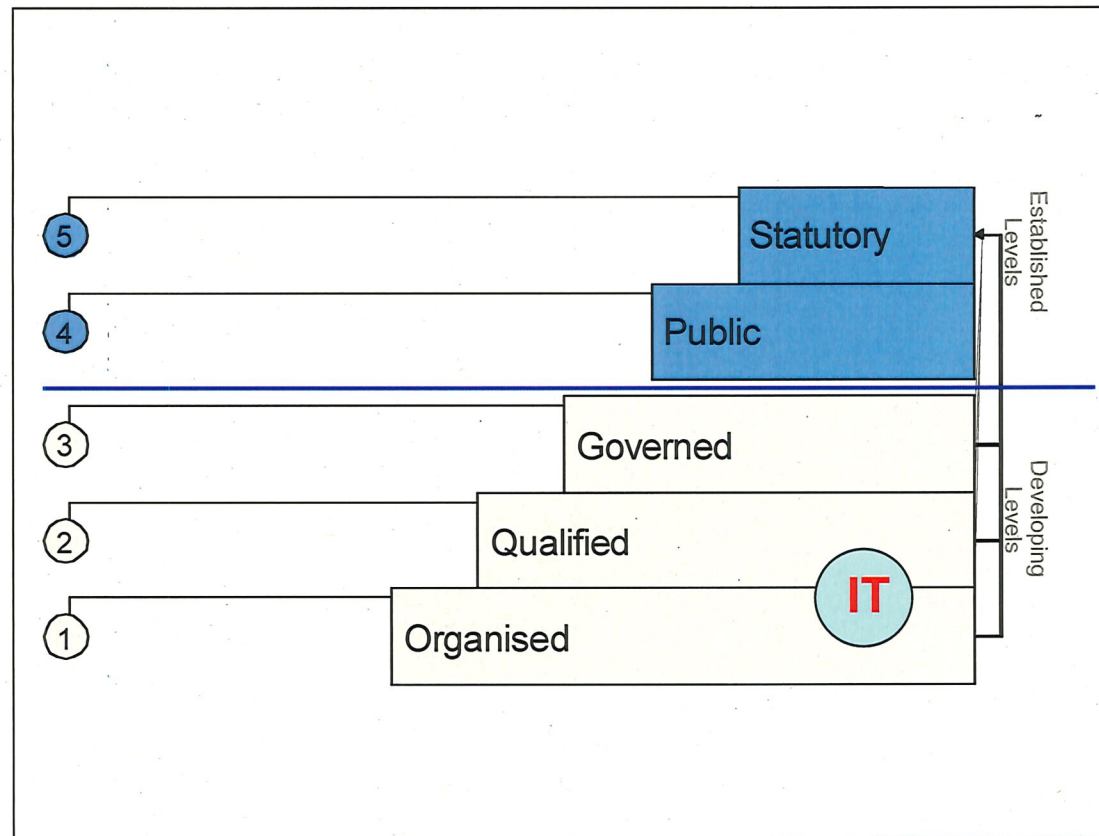-→ Change requires industry-wide collaboration

going further together

The Objectives

⇢ By increasing professionalism, to improve the ability of business and other organisations to exploit the potential of information technology effectively and consistently

⇢ Build IT professionalism to the level at which it exists in other areas of professional activity

⇢ Develop a profession that is respected and valued by its stakeholders for its approach to the exploitation and application of IT

going further together

Professions Maturity Model

BCS — THE BRITISH COMPUTER SOCIETY

Established Levels

(5) Statutory

(4) Public

Developing Levels

(3) Governed

(2) Qualified

(1) Organised

IT

going further together

"The average cost of replacing an employee is between 1 and 2.5 times the employee's annual salary plus benefits."
Gartner Group

"Effectively managed people assets have the potential to increase shareholder value by 30%."
Aberdeen Group

"Competent suppliers working with competent customers are 8 times more likely to deliver successful projects"
Office of Government Commerce

.

going further together

Benefits of Professionalism

BCS
THE BRITISH COMPUTER SOCIETY

→ **Customers**

- Improved project success rate
- Stronger innovation capability
- More effective and motivated staff
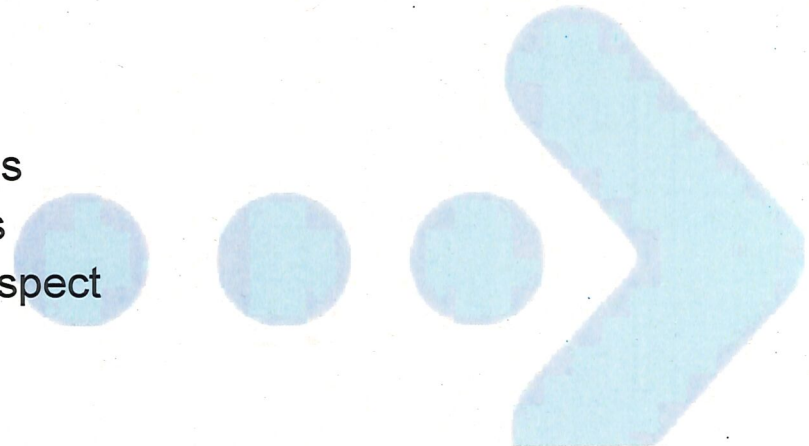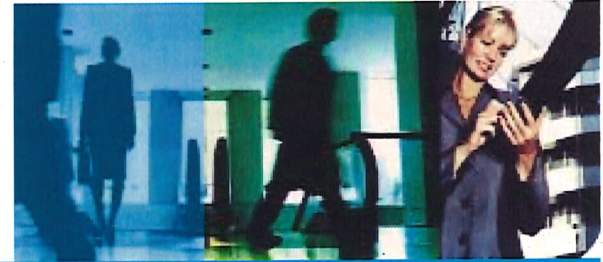- Stronger governance process

→ **Suppliers**

- Competitive edge in bidding for new business
- Improved consistency of development and delivery
- Improved relationship with customers
- Enhanced reputation

→ **Staff**

- Higher rewards
- Improved career opportunities
- More varied job opportunities
- Increased recognition and respect

going further **together**

PROFESSIONALISM

going further **together**

Professionalism

'To me, the essence of professionalism is a commitment to develop one's skills to the fullest and to apply [them] responsibly to the problems at hand. Professionalism requires adherence to the highest ethical standards of conduct and a willingness to subordinate narrow self-interest in pursuit of the more fundamental goal of public service.'

Justice Sandra Day O'Connor – US Supreme Court

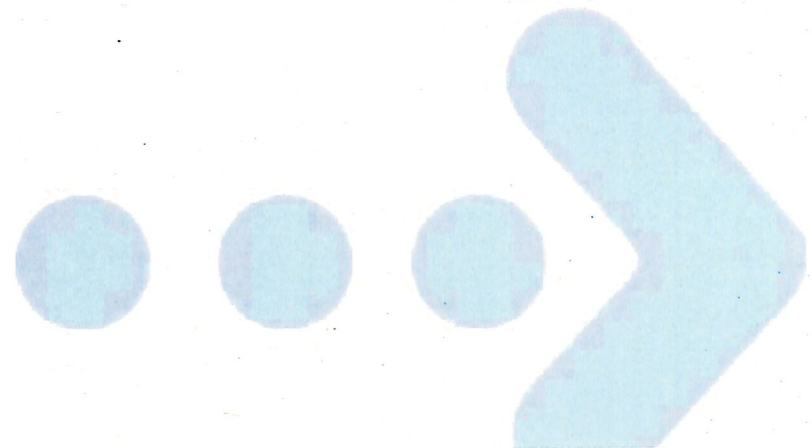⇢ Doing things right and doing the right things

⇢ ⇢
going further **together**

Professionalism

Professionalism is an aspirational standard, the essential elements of which are:

⇢ Competence

⇢ Personal integrity, responsibility and accountability

⇢ Public obligation

BCS
THE BRITISH COMPUTER SOCIETY

Professionalism

Competence

- Relevant, up-to-date skills and capabilities appropriate to the particular task

- Including appropriate non-technical competences -communication, business, leadership and management competences.

- A broader foundation of relevant experience, knowledge and understanding

- Supported with relevant qualifications

- Maintained through Continuing Professional Development

going further together

Integrity

···→ A clear commitment to abide by a code of ethics which is recognised and administered by the professional community.

**Responsibility and accountability**

···→ A set of personal obligations and responsibilities which sit alongside the contractual obligation to an employer or client.

···→ A matching accountability which is also separate from that of an employer.

···→ ···→

going further **together**

Professionalism

BCS ®
THE BRITISH COMPUTER SOCIETY
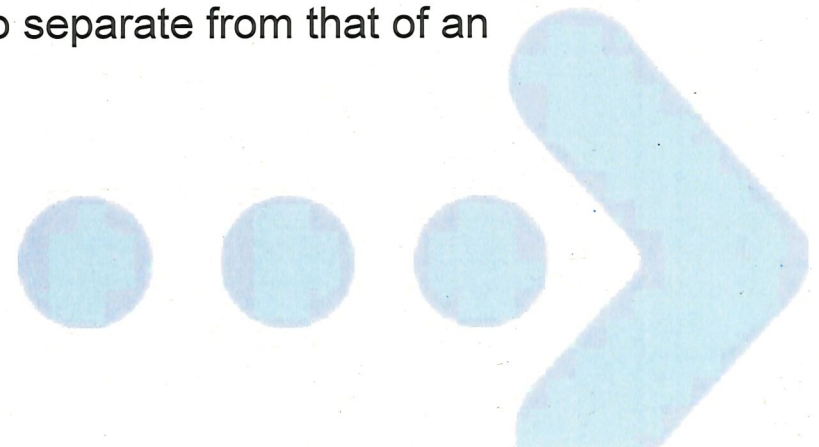
Public Obligation

- Regard for and contribution to the public good - protect the public interest

- Social responsibility

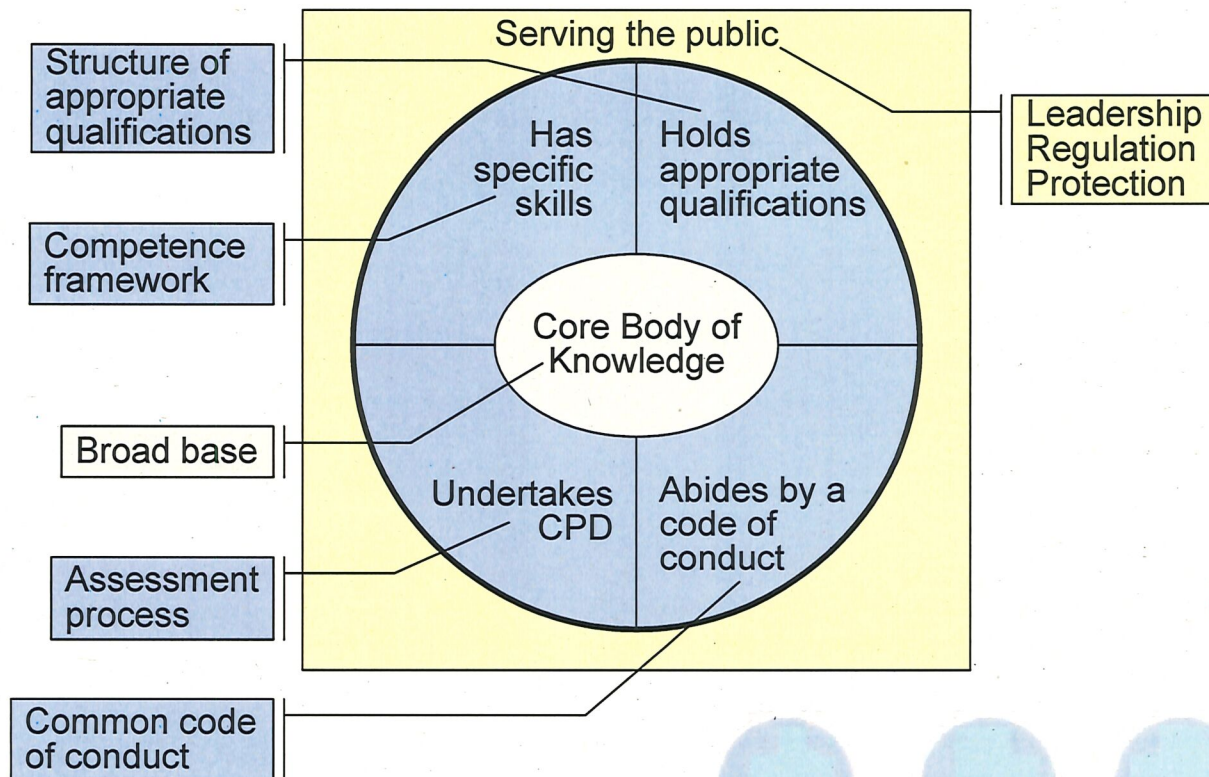- Commitment and contribution to the professional community and support from that community
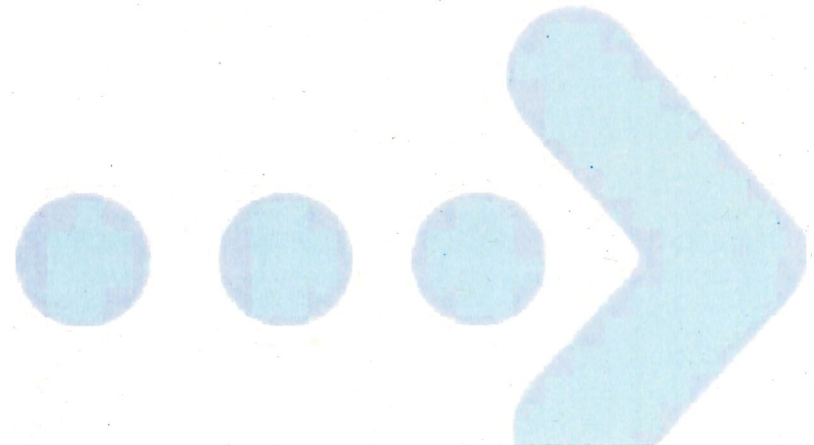
going further together

A NEW IT PROFESSION

going further **together**

BCS
THE BRITISH COMPUTER SOCIETY

A New IT Profession
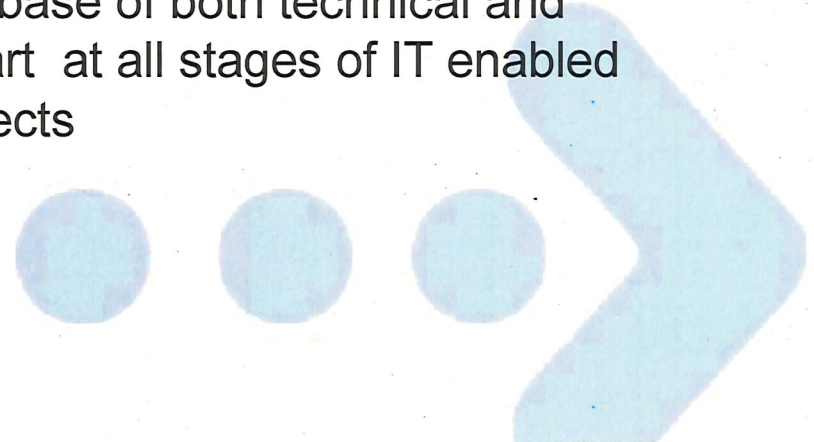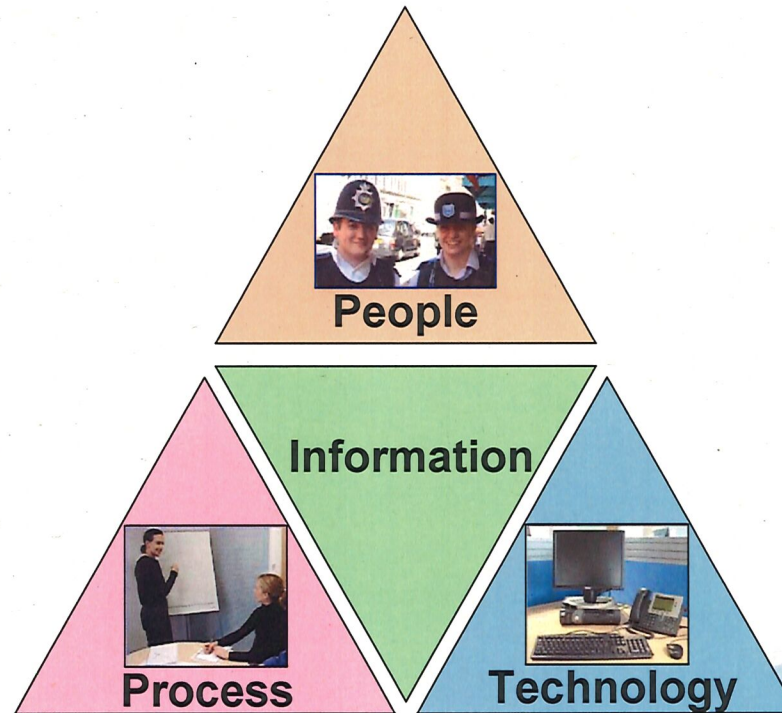
The Past

Essentially an Engineering/Technical profession, responsible for the effective delivery of systems to meet requirements specified by '*the business*'

The Future

A business focussed profession, with a base of both technical and business competences, playing a full part at all stages of IT enabled business change programmes and projects

going further together

We need an IT profession which:

- Is defined in terms of its ability to play a full part in all stages of IT exploitation
- Is seen as – and sees itself as – an integral part of the business
- Has appropriate non-technical skills, including management, business and leadership skills, as core competences.
- Is about both **Information** and Technology
- Lays greater emphasis on the accreditation of <u>current</u> capability and competence
- Demands greater personal responsibility on the part of the practitioner.
- Is attractive to a wider group of entrants than at present

going further **together**

BCS®
THE BRITISH COMPUTER SOCIETY
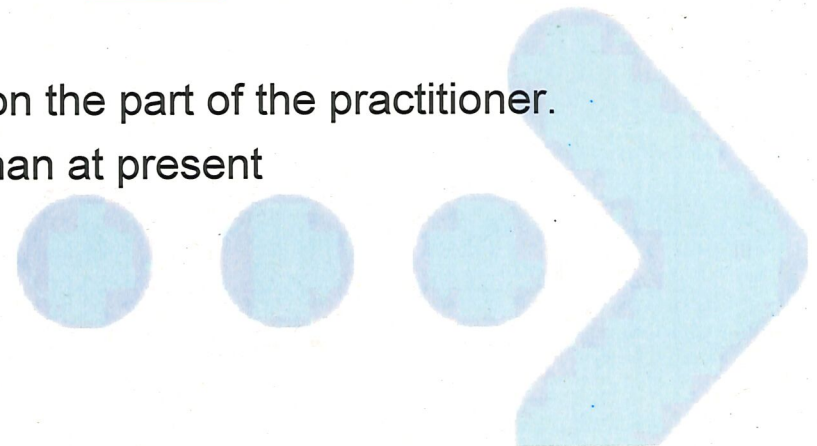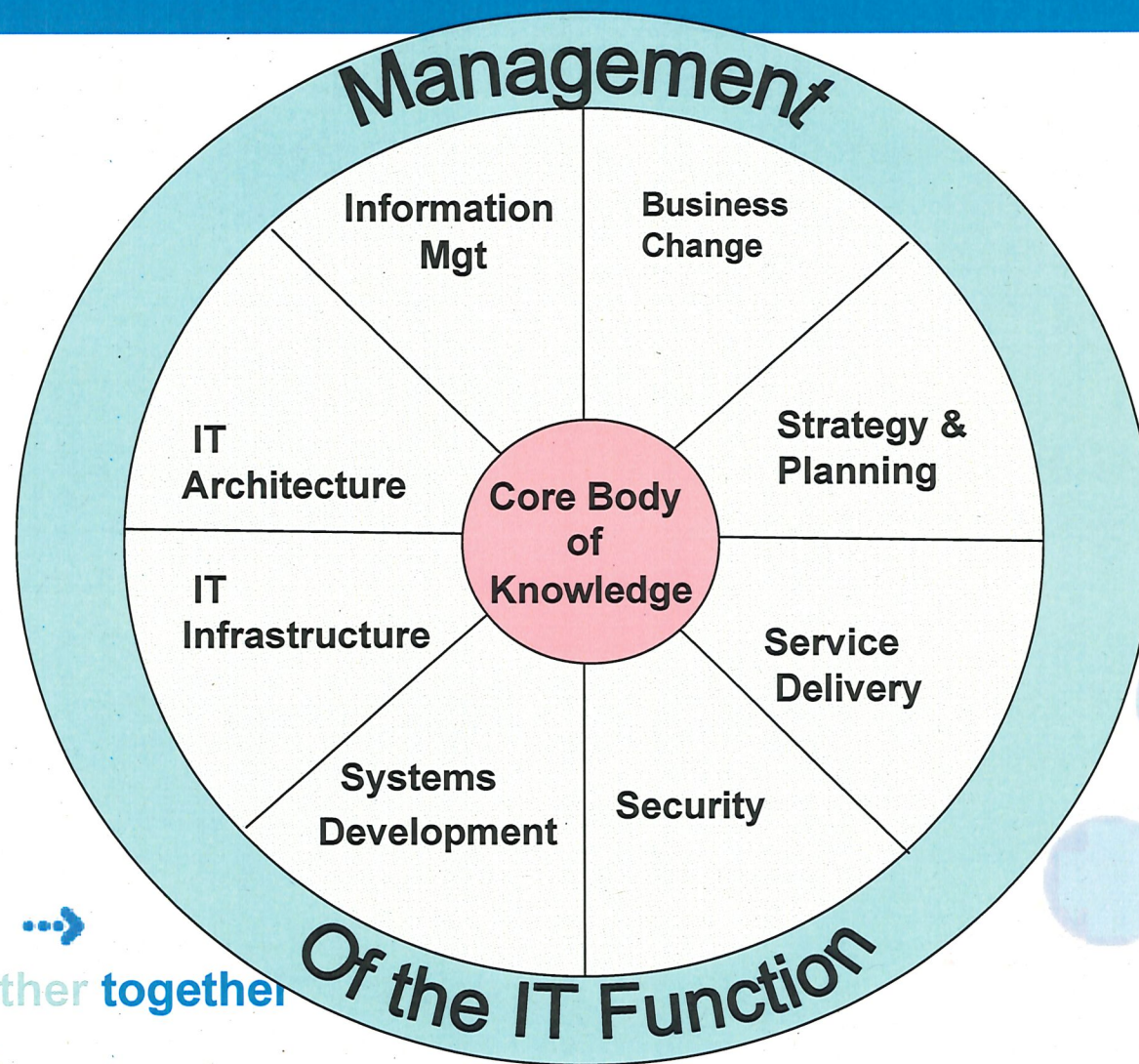
Building The New IT Profession

CHARTERED
IT PROFESSIONALS

QUALIFIED IT PROFESSIONALS

IT STUDENTS & TRAINEES

Qualifications Framework	Development Services	CPD
Skills & Competence Framework	Disciplinary & Support Processes	Competence
Specialist Disciplines	CPD Process	Skills
Body of Knowledge	Admission Processes	Academic
Scope	Governance Structure	Ethical & Behavioural

| IT PROFESSION INFRASTRUCTURE | GOVERNANCE & ADMINISTRATION | REQUIRED STANDARDS |

BCS®

THE BRITISH COMPUTER SOCIETY

UK Government IT Profession Competency Framework

CIO (Board level)

Threshold Level

Leadership

Enterprise Strategy and Architecture | Delivery Management

Threshold Level

Management

Senior Practitioner

Practitioner

Architecture, Information and Innovation | Business Change Management | Solutions Delivery and Implementation | Service Delivery | Procurement & Mgt. Support

going further together
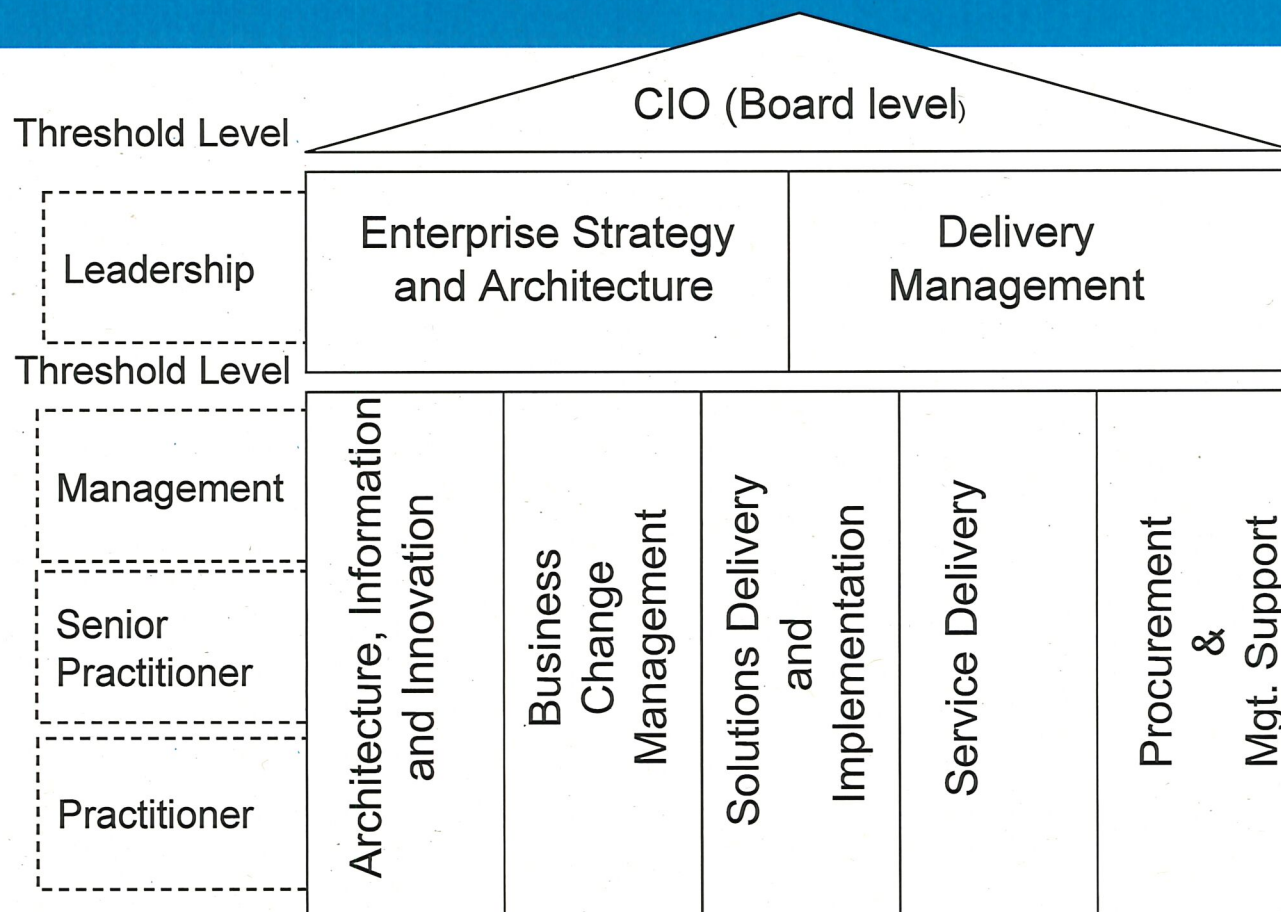
A Professional IT Institution

- Defines standards for professional conduct and behaviours
- Supports members & provides career development services
- Defines the core body of knowledge/competencies
- Sets performance standards
- Influences the content of education and training courses
- Provides thought leadership
- Validates members competence and professional integrity
- Monitors the maintenance of professional competence
- Investigates complaints and applies sanctions
- Acts as the voice of the professional community
- Promotes the profession

going further **together**
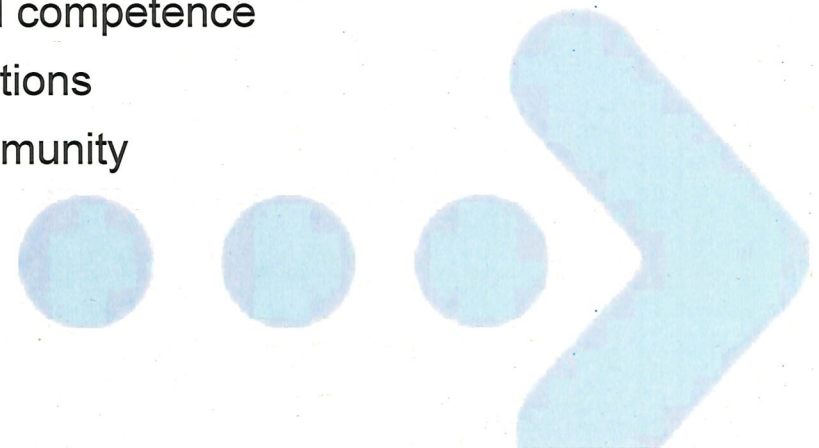
Chartered IT Professional (CITP)

- The Gold Standard for the new IT profession & the hallmark of the complete IT professional

- The centrepiece of a full regime of qualifications

- In future, an open qualification available from BCS <u>and</u> under licence from other professional institutions

- Standards set by a Registration Board with IT wide stakeholder representation

going further together

BCS
THE BRITISH COMPUTER SOCIETY
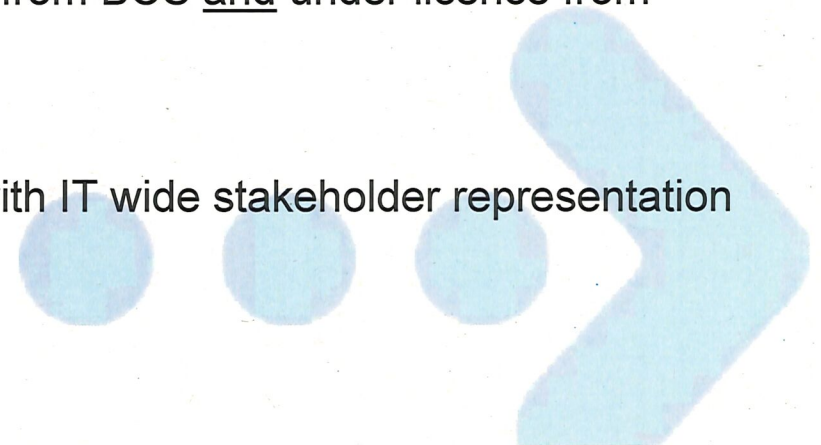
A New IT Profession

Current status and future developments

⇢ Definition and design work nearing completion

⇢ Major programme started this year to:

    Communicate and educate

    Engage IT employers, practitioners and customers

    Secure support for the new IT profession

⇢ Need now to plan for international programme

⇢ ⇢

going further together

AN INTERNATIONAL IT PROFESSION

going further together

The Need

→ IT is a global industry operating in a global economy

- International outsourcing is now commonplace
- Many organisations, both supplier and user, are multinationals

→ An International profession would facilitate

- Mobility of labour
- Clarity of communications
- Consistency of standards
- International recognition and respect for IT professionals
- Extension of opportunities and benefits to the developing world

going further **together**

BCS ®
THE BRITISH COMPUTER SOCIETY

An International IT Profession

How do we achieve it?

- Development country by country

- Driven and led by the national equivalents of the BCS

- With strong international coordination and standardisation

Who leads?

- Do your organisations have the capability to lead nationally?

- Does IFIP have the capability to lead internationally?

going further together

BCS
THE BRITISH COMPUTER SOCIETY

An International IT Profession

How can we help?

- Advice and guidance

- Promotion & communication

- Background material from the BCS programme

- BCS regulations, operating procedures and standards documentation

- SFIA skills framework and supporting tools

- BCS qualifications: ISEB, CITP etc.

going further **together**