

Skills Matrix Project

Project Brief

Commercial in Confidence							
Project Title			DOCUMENT NUMBER: -				
Sub-Programme/ Project			Project#\	Doc group\ M	Doc type\ B	WBS\ (if applicable.)	Numeric\ (if applicable.)
Programme Lead							
Project Mgr							
Author			Version No.				
Version	Date	Amendment History					
Template Number 400501T	V 2.0 DR b	Title		Project Brief Submission Form			

Approvals:

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version

Approved forms are to be distributed to key project and management personnel and then filed in the Project Document Library.

Template location and attributes:

- The template of this document is located in the Project Support Office template directory of the HIS Intranet H drive.
- Refer to Process and Guidance Notes embedded in this template for instructions to assist in compilation of your Project Brief.
- There are no embedded instructions.
-

Validity:

- Printed output of this document is only valid on the day of printing.

- Use the controlled version of this template, unless an earlier version is mandated for use throughout the project.

Introduction

Objective

The objective of this document is to provide a full and firm foundation for the initiation of the project.

The contents of the Project Brief Form may be extended and refined into the contents of the Project Initiation Document, which is the working document for managing and directing the project.

The Project Brief is a key document in its own right.

It is the basis of the Project Initiation Document, which gives the direction and scope of the project and forms the 'contract' between the project management team and corporate or programme management.

Any significant change to the material contained in the Project Brief will therefore need to be referred to corporate or programme management groups for approval.

If earlier work has been done, the Project Brief may cross-refer to existing document(s) containing useful information, such as the Project Plan outline, rather than to include copies of these herein.

Scope

The document defines the processes required for the initiation of a project and for managing and directing of a project.

Embedded Process and guidance Notes



This information may be deleted by the originator prior to release of the completed document.

Skills Matrix Project Brief

Contents This Project Brief contains the following topics:

Topic	See Page
Background	3
Overview of the SFIA Framework	3
Project Definition	4
Project Approach	5
Initiation Stage Plan	6
Project Tolerances	6
Outline Business Case	6
Customer's Quality Expectations	6
Acceptance Criteria	6
Risks	7

Background

In order for the Sussex HIS to be able to deliver its business objectives; it needs to ensure its' staff have the necessary knowledge and skills to successfully undertake the required work. Therefore SMT have agreed that a skills audit be undertaken and any skills gaps be identified.

To carry out a skills gap analysis the Sussex HIS staff will need to be assessed against appropriate skills frameworks. SMT have decided that the principal assessment framework (besides KSF) will be Skills for the Information Age (SFIA).

Overview of the SFIA Framework

The Skills for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems making use of Information & Communications Technology.

SFIA enables employers of IT professionals to carry out a range of activities against a common framework of reference - including skill audit, planning future skill requirements, development programmes, standardisation of job role and resource allocation.

SFIA is a two-dimensional framework consisting of areas of work on one axis and levels of responsibility on the other:

There are six main categories of **work**;

- Strategy & Planning
- Development
- Business Change
- Service Provision
- Procurement and Management support
- Ancillary skills

These categories are sub-categorised and divided into 78 specific skills

There are seven levels of **responsibility**;

1. Follow
2. Assist
3. Apply
4. Enable
5. Ensure, advise
6. initiate, influence
7. Set strategy, envision

The matrix shows the complete set of skills used by ICT practitioners and users. For each **skill** at each **level**, '**descriptors**' provide examples of typical tasks undertaken. A typical task for Systems Design at level 5 is;

'Reviews others' system design to ensure selection of appropriate technology, efficient use of resources, and integration of multiple systems and technology.'

The matrix is not fully populated, as most roles do not require people at every level of responsibility.

Each level within each role is made up of a different combination of skills, but all roles at the same level have similar degrees of autonomy, influence and complexity, and practitioners will normally need the same kinds of business skills. A senior practitioner (level 5) in software development will have different skills from a senior practitioner in user support, but they will demonstrate similar approaches and abilities.

Individuals can be assigned to a level on the basis of the overall job they do; though they may have higher or lower levels in the individual skills, which make up their job.

The SFIA tool (Infobasis) also allows a user to hold a number of roles.

Project Definition

Objectives

- To provide a real time picture of the skills and competencies held by Sussex HIS staff
- To assist in the advancement towards career development pathways for all staff within the organisation

Scope

- Defining and auditing the IT skills and competencies for all Sussex HIS staff
- Developing mechanisms/procedures to ensure that an ongoing skills matrix process is established (incorporating KSF & SFIA)
- Project Team to inform Project Board of any national developments in skills/competency frameworks being utilised in other IT organisations/businesses

Outline project deliverables

- A current electronic record of Sussex HIS staff skills and competencies in relation to the SFIA frameworks
- Standardised job roles which include SFIA framework

Exclusions	<ul style="list-style-type: none">• Completion of staff PDP's
Constraints	<ul style="list-style-type: none">• Availability of up-to-date information i.e. job descriptions, person specifications, KSF Post Outlines
Interfaces	<ul style="list-style-type: none">• Project Team to have sufficient knowledge of competencies frameworks and software tools to enable successful implementation• Infobasis software accessible by all staff to enable auditing of skills and competences• Sussex HIS managers to agree team structures, job descriptions/post outlines• ESR (HR/Payroll system) link to e-KSF in relation to updating staff information (starters, leavers etc) – due to commence mid-September 2008

PROJECT APPROACH

1. Agree communications messages for project and staff
2. Meet with Senior (Divisional) Managers and attend their cascading meeting (to Team Managers) if appropriate to;
 - inform the group about the project including 'vision' and benefits
 - how we will be working
 - what we will be asking from them/expectations
3. Request JD, person specifications and KSF outlines from Team Managers within a division of the HIS at the same time (these could be electronic or paper copies)
4. Build database of tasks within all JD to facilitate across organisation comparison
5. Meet with Team managers to discuss roles within team to;
 - a. Assess SFIA components required for each role and agree suggested rewording of JD (if appropriate)*
 - b. Updating KSF Post outline to include SFIA components*
 - c. Defining required training for role (essential PS criteria) and any training/development opportunities including qualifications and/or other opportunities (desirable PS criteria)*

** If similar roles identified at this early stage managers of similar roles may have to work together and agree changes*
6. Organise the managers of similarly identified roles to meet and agree standardisation

At point 6 the following can then also be worked on;

- Groups of staff within a division will then be asked to confirm their skills using Infobasis
- A robust follow-on process will be developed for advertising vacant posts and creating or amending existing ones
- Staff will be able to use reports from Infobasis to support their KSF annual review

The final ordering of which groups of staff will move through this process has not been finalised but the first two major groups include;

- Technical Operations Group (TOG) including the sub-set of Service Desk
- Information, Application and Development

INITIATION STAGE PLAN

- COSTS**
- Infobasis has been purchased for this financial year
- RESOURCES**
- 2x 0.6 Change Facilitators
 - 1x 0.5 Change Analyst
 - 1x 0.5 Administrator
- MILESTONES**
- Establish project approach framework
 - Standardise existing job roles/descriptions to include SFIA framework
 - Undertake skills audit
 - Provide recommendations for on-going maintenance processes once the project has closed
-

Project tolerances

- Timescale for delivery is 12-18 months
-

Outline Business Case

- To enable the Sussex HIS to have a record of its employee's technical skills and competencies (and therefore any skills gaps) in relation to their job role
-

Customer's quality expectations

- All job roles will have a robust job description which includes the SFIA framework
 - All staff will have completed a skills audit
-

Acceptance criteria

- Processes for updating and maintaining the skills inventory have been agreed and are in place (i.e. the on-going maintenance of database information, for example ensuring new staff are included)
 - 100% of job roles will have robust job roles before the handover to the on-going maintenance process
 - 95% of staff will have completed a skills audit before handover to the on-going maintenance process
-

Risks

- The impact of SFIA version 4 due for release the latter part of 2008 (details currently unknown)
 - If version 4 of SFIA will be available via Infobasis tool and any associated costs
 - Part of project team currently on fixed term contracts/ secondments which will end before the proposed end of this project
 - Potentially a percentage of HIS staff may have negative impressions of previous pilot 18 months ago
 - HIS staff fatigue at having to complete two different on-line assessments
 - Are there any potential data security issues surrounding the use of Infobasis (a database tool accessed via the web)?
 - The licence agreement with Infobasis only covers 350 staff, the HIS may have more staff
 - Will managers have access to uncontrolled information regarding staff, their skills/competencies via Infobasis?
-