

## Colt collaborates with BCS, The Chartered Institute for IT, to raise IT employee satisfaction through clear career progression



Colt firmly believe IT is a people business and employee engagement is critical to success. With lack of career progression a common source of dissatisfaction, they needed to implement a robust development framework that would align IT skills across two geographical locations and manage the careers and expectations of their IT professionals. BCS, The Chartered Institute for IT, offered Colt the solution, sharing their expertise to create a framework – aligned with **SFI<sup>A</sup>plus** – to map the development of their IT staff.

**colt**

# 'SFIAplus provides real transparency to career and development planning, raising team morale and improving retention.'

Mark Leonard, Executive Vice President, Infrastructure Services Unit, Colt

## THE SITUATION

Colt is a leading information delivery platform for businesses across Europe, providing them with integrated computing and network services. Its IT function has 420 permanent staff – 60% offshore in India and the remainder in the UK. Having two teams based in very separate locations caused challenges with consistency – in the quality of staff skill sets, role definitions and responsibilities.

Job roles were loosely defined, some out of date, with little structure to career paths, training and personal development plans. Colt found that a lack of clear career progression was affecting employee satisfaction and engagement. Recognising that people are absolutely key to its IT success, Colt looked for ways to improve the way it manages the career progression of its IT force.

## THE ASPIRATION

Colt needed to find a development framework that would support the many and varied skills of its IT staff across the organisation.

SFIAplus contains the SFIA framework describing the roles within IT and the skills needed to fulfill them, plus detailed training and development resources designed to nurture and maintain those skills. 'SFIAplus instantly appealed to us' says Colin Franklin, Senior Specialist, Transformation at Colt. 'It covers the breadth of IT so it meets the needs of our extensive IT function.'

## THE TRANSFORMATION

To integrate the framework into the business, the Institute's consultants worked with Colt's senior managers taking their entire set of existing IT job roles and mapping them to SFIAplus. This provided each member of staff with a job description aligned to the industry standard. Employees were then able to self-assess themselves against their industry-aligned job role, which involved a simple tick and cross process indicating whether or not they had the skills described.

Next they looked at the IT organisation structure required to meet their business needs. This involved specifying the required job roles, where they were required, and the skills and capabilities needed in each role. They then aligned this to SFIAplus.

Colt could then look at the individuals currently in those roles who, having carried out a self-assessment against their job description, were now able to identify their abilities and the skills gaps they'd need to fill to progress in their role. Development plans were produced to help individuals fulfill their current role and progress to the next level.

'Our IT community are now working as one team,' says Chris Hewertson, CIO, Colt. 'Their skills are now aligned not only with the industry standard but also across both geographical locations so we now use a consistent language across the whole business, and allocate and move around resource with much more confidence than before.'

## THE RESULTS SO FAR

- IT skills aligned with industry standard across organisation
- Vendor resource costs down 30%
- Improved employee satisfaction
- Staff retention rates increased
- IT recruitment process streamlined

IT recruitment is now more streamlined. 'We are able to pinpoint the skills and abilities we are looking for in a candidate' explains Chris. 'SFIAplus helps us produce clear and exact job descriptions, which means we get the right people in for interview.'

The most unanticipated benefit to Colt since implementing SFIAplus is the reduction in vendor resource costs. 'We ask contractors and suppliers to benchmark themselves against the framework ensuring consistency of skills and expertise. For the first time we can accurately compare the rates we are paying for resource and, as a result, our costs are reduced by 30%.'

Subsequently Colt took the decision to work towards BCS Professional Development Accreditation and have now achieved Interim Accreditation. 'Making the decision to work towards Accreditation meant that we really started to turn our vision into reality' says Nicki Talbot, Manager, Learning and Development at Colt. 'We are extremely proud of how far we have come in a short period of time.'