BCS Learning Capability Model

Assess your IT capability and create an effective L&D strategy

bcs

The Chartered Institute for IT

BCS Learning Capability Model

Developed in collaboration with IT and HR industry experts, our Learning Capability Model (LCM) supports a holistic and systematic approach to assessing your current IT capability and maturity; identifying critical shortages; and creating a consistent and effective strategy to become a learning organisation in a fast-moving environment.

Where do I start?
Before you can begin to develop your IT capability, you need to gain absolute clarity around your existing IT skills landscape. Taking a holistic approach to your L&D strategy will drive an effective programme of continuous learning across your team, ensuring you're ready for change.

BCS can work with you to measure your current resource and learning capability. We'll help you build a comprehensive view and lay the foundations for a development programme that supports the innovation and growth of your team.

Accreditation for skills development
If your business achieves BCS Accreditation this demonstrates to your customers, stakeholders and existing and potential employees that you are serious about developing people and IT capability, giving you a competitive advantage.

IT faces critical skills gaps in nearly every area

IT leaders face a stark reality: your business is more reliant than ever on technology, and employees require on-demand secure access to information across multiple formats, devices and locations; yet skilled IT professionals – your key component – are in short supply.

You need to tackle the skills gap challenge head on, and you're not alone. Despite the growing chasm between the knowledge businesses require and the expertise available, many organisations are failing to develop an appropriate response.

Competing with other organisations on pay and remuneration will ultimately limit your approach. Developing your existing workforce and retaining top talent is your more effective, long term solution.

The current gaps — highest in areas including mobile development and security already pose problems for IT teams.

IT leaders are already dealing with the impact of the skills gap. Looking ahead, these gaps are likely only to increase over the next two years.

LCM at a glance

The BCS Learning Capability Model will help you recruit, develop and retain top IT talent, and it will enable you to:

- gain absolute clarity around your technology skills landscape;

- gather genuine feedback from your workforce including your senior team;

- identify critical skills shortages in your business, now and in the future;

- facilitate a common language between HR and IT;

- improve your L&D strategy to maximise the talent you already have;

- increase efficiency and reduce costs by creating an internal skills inventory;

- motivate your workforce and nurture a culture of innovation;

- identify required skills for specific projects, and individuals with those skills;

- encourage your IT people to take responsibility for their progression;

- achieve industry recognition for inspiring professionalism and high performance.

Surviving and thriving in a digital environment

For organisations of all sizes, the message is becoming increasingly clear – disruption will affect your sector and your business, again and again. A combination of recent technology developments, such as mobile, social, cloud and big data, has enabled start-ups to move more easily into territory once dominated by big corporations.

As a digital leader, you face the challenge of pioneering disruption from within your business. With each technological advance comes the need for a more diverse set of skills and specialist expertise – think IoT, cyber security, AR, VR, GDPR. And as we enter the era of artificial intelligence, things will only get more complex. Set this against a backdrop of political turmoil and economic uncertainty, and the struggle to recruit, develop and retain qualified tech talent becomes tough.

Setting a development strategy in this context is not easy... your use of technology and the efficiency, creativity and productivity of your IT workforce are key.

The act of innovating is itself unique, there's no rule book and it will seem daunting at first. But foster a climate where all ideas are welcome, and you'll soon start attracting and retaining the dynamic developers who are keen to be part of a fast-moving operation.

Adopting agile working methods will help build a culture of innovation to meet the fast-changing demands of your customers and business users.
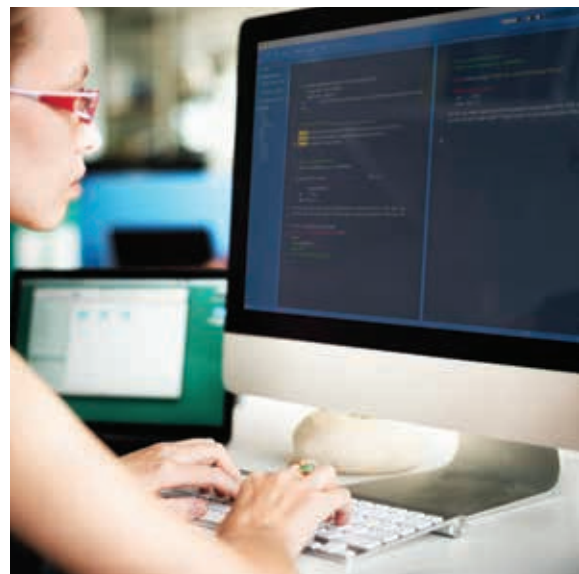
Assessing and measuring your IT capability using LCM

We use assessment tools including online surveys to measure the effectiveness of your learning environment, your approach, focus and the culture of your IT department. Your organisation is measured in eight key business areas, against a five-step maturity scale moving from left to right:

	Explorer	Enabler	Embedded	Expert	Exemplar
Business Drivers, HR and L&D strategy	May be caught by surprises in digital markets	Aware of, and acts on, obvious digital trends	Carefully monitors trends and acts early	Responds very quickly to build new digital skills	Rapid, agile transformations in response to digital trends
Business Benefits	Business benefits are not formally defined	Business benefits are stated and are reviewed by L&D	Business benefits drive investments in L&D and measures	Leaders state strategic benefits expected from L&D and measures	Explicit link between digital and IT skills and future markets
Leadership Commitment	No formal leadership buy-in. Local actions	Leaders have good oversight. Fragmented L&D systems	Clear top level commitment and HR co-ordinates	Explicit top-level commitment, effective HR and LMS in place	Leaders pioneer the digital skills agenda, and set-out funded plans
Talent and Leadership	Talent is not identified. ad-hoc, self-development	Talent is identified and developed, with limited support	Talent identified, developed using valid Leadership Framework	Talent formally identified, feeds into succession plans for roles	Talent nurtured and promoted into leadership and specialist roles
Competence, Gaps and Plans	Competence models not used	The use of competence models is patchy	Established use of valid IT model or framework (e.g. SFIA*plus*)	Active use of competence model, for gap analysis and plans	Structured competence systems fully exploited
Job Roles and Career Paths	Job roles are not defined and clear career paths are absent	Some job roles defined, using a wide variety of methods/formats	A valid job role model applied to key roles and clear career steps	Generic job roles are maintained and 1:1 career coaching is used	Specific job roles identified with links into talent management
Resources, Coaches, Mentors & Networks	Limited support and self-driven networking	Defined policy for support, some coaching is available	Structured and well-funded processes to support learners	High levels of support and commitment to professionalism	Wide networks and community of practice, and Academy style
Learning Outcomes and Skills Data	Unclear link of learning to role or standard	Learning is linked to industry standards and partly recorded	Learning is fully integrated into the HR L&D systems	Learning and skills are aggregated for individuals and across all teams	Learning loop is fully closed, and real time skills data is available

Outline indicates organisation meets the required standard for BCS accreditation.

The LCM journey in more detail

On-site launch meeting

Staff survey conducted

Feedback workshop

Planning workshop

Summary report

BCS Accreditation

The process typically takes 10-12 weeks

Using LCM in your organisation
Following discussion with you about your specific business objectives, we'll agree a proposal, timescales and launch date for your development programme.

BCS consultants will then lead a series of meetings in your organisation with your senior team, conduct surveys with your staff, and work with you to create a comprehensive development plan to get you where you need to be.

Launch meeting
We hold an initial on-site workshop to set the scene, listen to your teams' requirements and identify key trends.

Staff survey
We'll gather feedback from your IT department in a concise online survey which we conduct via email (to which we aim to generate a minimum 50% response).

Feedback workshop
Having collated the feedback from your staff survey, we examine the results in a second workshop, and identify and discuss opportunities for improvement.

Planning workshop
This is an opportunity to agree actions for improvement, including any recommended training or recruitment needs.

Feedback and planning can be carried out on the same day, depending on the requirements/size of organisation.

Summary report
We'll provide you with a comprehensive report detailing your current position and containing feedback, commentary, and agreed priorities and actions, combining the outputs from our workshops and surveys, and summarising your future plans.

BCS Accreditation
If your organisation achieves high levels of maturity, you can choose to receive BCS Accreditation in recognition of your successful approach to IT skills development.

If you're unable to achieve accreditation, our consultant will work with you to identify the plans and priorities needed to reach the required standard.

Summary – how can LCM help your business?

The impact of implementing an effective IT skills development programme will be felt far beyond the tech department. Investment in your team will lead to a more motivated, productive workforce which in turn promotes innovation, customer satisfaction and leads to a greater market share.

Actual maturity measurement
Move beyond assumptions on IT skills development towards a factual assessment of key skills.

Skills benchmarking
A repeatable process to evaluate current performance and track changes and improvements over time.

Improvement planning
Identifies your capabilities in key areas and develops focused and targeted plans to create improvements.

Impact measurement
Track tangible outcomes of actions taken by analysing staff progress against an agreed maturity model to demonstrate ROI.

BCS Accreditation
Demonstrate to customers and employees that your business is serious about developing its people and its IT capability.

Easy to adopt
Our joined-up survey and workshop-based model lets you engage with employees and hear their honest opinions and experiences.

Consultant support
BCS subject matter experts work with you to facilitate the process, analyse results and help your team develop improvement plans.

Long term confidence
That your business is developing a culture of learning and development to support the recruitment, development and retention of the best IT talent to help you thrive now and in the future.

Align your IT skills with the industry standard

The skill definitions and standards underpinning LCM are mapped to the industry's widely adopted SFIA framework (Skills Framework for the Information Age) and SFIA*plus* the BCS standard for IT and digital skills and capability that builds on SFIA with extra levels of granularity.

Aligning your team's skills, experience and professionalism with the industry standard enables you to perform more accurate profiling and skills gap analysis, leading to smarter recruitment and development planning.

For more information about SFIA*plus* call us on **01793 417 422** or visit **bcs.org/SFIAplus**

About us

We're the professional body for computing and IT, supporting the industry since 1957. Our royal charter defines our purpose to promote the study and practice of computing and to advance knowledge and education therein for the benefit of society.

Our 73,000-strong membership spans 150 countries, with every member committed to building professionalism in IT underpinned by our code of conduct. We support their progression with wide-ranging career development opportunities and bring the community together to address the professional, ethical and economic challenges facing technology in today's society.

Organisations of all sizes partner with us to exploit our unique insight and experience. No two business environments are the same, so we take a collaborative approach to deliver tailored solutions which work for your people and support your specific goals.

Want to increase the capability of your technology team?

Take the first step today.

Call us on **01793 417 422** or visit **bcs.org/lcm**

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