GUIDE NEWSLETTER No. 5

EUROPEAN E-SKILLS 2014 CONFERENCE

The European e-Skills 2014 Conference will take place on 2-3 December 2014 at the Marriott City Centre Hotel in Brussels, Belgium. Online registration is open at: www.eskills2104conference.eu. This event will address two key topics: e-leadership and ICT professionalism in Europe. The objectives are to:

- Provide the latest figures and forecasts (2020) on the ICT workforce and talent pool;
- Present and discuss new European e-leadership curriculum guidelines and profiles;
- Propose ways for moving ahead and achieving the necessary scale.
- Present a proposal for a first pan-European Foundational ICT Body of Knowledge;
- Propose a model for the promotion of ICT professionalism in Europe;
- Discuss international developments and possible cooperation.

Chairpersons are Dr. Nils Olaya Fonstad, Research Scientist, MIT Center for Information Systems Research (CISR) and Silvia Leal, Academic Director, IE Business School, Madrid. The event will bring together leading experts in the field of e-skills, e-leadership and ICT professionalism from industry, business schools, universities, ICT and CIOs associations, trade unions, standardisation bodies, examination, certification and accreditation institutions, employment agencies, staffing industry and governments. Last year, the European e-Skills 2013 Conference brought together over 300 leading experts from all over Europe.

For more details, please go to the event website. If you have any questions about the European e-Skills 2014 Conference please e-mail: guide@empirica.com

NEWS FROM THE EUROPEAN e-LEADERSHIP INITIATIVE

Eighth e-Leadership Cluster Event in Aarhus: Views from Denmark and the Nordic countries on new skills for business development and ICT in innovation

At the conference organised by the European Commission together with it-forum and it-Vest in Aarhus and attended by around 140 participants the chairperson Nils Olaya Fonstad, MIT Center for information System Research (CISR) in his opening speech referred to 'digital disruption' affecting European economies and societies dramatically. By stating that technology itself does not disrupt – it is the use and management of technology that is disrupting - he underlined the importance of an education ecosystem with strong stakeholder interaction to develop and widely spread the skills needed within the workforce to best cope with this and address it properly – which are now called e-leadership skills.

Participating representatives from industry, public administration and NGOs from Denmark and neighbouring countries sent clear signals that there is a growing and critical lack of e-leaders in the economy, that is, individuals who are at the same time ICT savvy, business savvy and have the ability and skills to lead multi-disciplinary teams across functional and geographical boundaries. It-Vest representing three Danish universities – supported by the guidelines for curriculum development which have been developed as part of the European Commission e-leadership initiative (www.eskills-guide.eu) - demonstrated how they are going to deliver these through their highly flexible 'Master in IT' programme in the future to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value.

The full summary report can be downloaded here: http://eskills-guide.eu/events/denmark/

Impressions from the event on 'New Curricula for e-Leadership - Delivering Skills for an innovative and competitive Europe' organised under the umbrella the European Commission's initiative to promote e-Leadership, together with it-forum and it-Vest on 9th October 2014 at Centralværkstedet, Aarhus.

Ninth e-Leadership Cluster Event in Paris: France on its way to delivering skills for transforming the economy

When welcoming the around 150 participants at the 'e-leadership for the Digital Economy' event organised by the European Commission and CIGREF, Pascal Buffard, Chairman of CIGREF and Chairman of AXA Technology Services demanded the creation of a 'new entrepreneurial leadership' whereby the development of the human capacity and skills become a critical issue. CIGREF has been working on the topic of competence frameworks and development already since 1991 contributed to the development of the e-Competence Framework and just published the 2014 edition of the 'Nomenclature RH – Les métiers des systèmes d'information dans les grandes entreprises'.

The chairperson Bruno Lanvin, Executive Director of INSEAD's European Competitiveness Initiative opened the event at the UNESCO building in Paris speaking about the 'Darwinian necessity' to pick up the topic of digital transformation and e-leadership since e-leaders are to lead the digital transformation to ensure survival of the business. He invited decision makers in organisations to more 'focus on developing visions of what ICT can do' instead of focussing on product development and cost reduction only. He also called on CIOs to become true e-leaders by being 'themselves the bridges' they wanted to see between market demand and supply of ICT-based services. Participating representatives from industry, public administration and NGOs sent clear signals that there is a growing and critical lack of e-leaders in the economy, that is, individuals who are at the same time ICT savvy, business savvy and have the ability and skills to lead multi-disciplinary teams across functional and geographical boundaries.

The event was attended by several of the top companies in France, associations and government representatives.

In his conclusions the chairman, Bruno Lanvin highlighted the key issues and results of the day of which only a few are highlighted here. He made the point that awareness for e-leadership has arrived: policy makers have understood that it is a matter of collective responsibility between industry and the higher and executive education institutions. Training of an e-leadership culture has to take place at all levels, from primary school to life-long-learning. Partitions need to be removed to generate an innovation culture across all sectors and foster inter-disciplinarity.

Universities and business schools need to speed up their efforts to adapting existing curricula and developing new ones to best address the needs of industry and labour markets. Pasc@line is seen as a worthwhile initiative which has shown that we need to build on the enthusiasm of the 'Y' generation. The education ecosystem (involving industry as the demand side actors) is still in the process of crystallising, and could benefit from the emergence of different types of 'brokers' as shown in the European Commission e-Leadership initiative.

Development of an appropriate 'education ecosystem' was seen as a key direction for closing the skills gap since interaction with like-minded individuals was seen as essential to keep up with the pace of change.

With the European e-leadership initiative the European Commission is now providing valuable means to reduce the e-leadership skills gap.

The full summary report and all presentations can be downloaded here: http://eskills-guide.eu/events/france/

Impressions from the event on 'e-Leadership for the Digital Economy' organised by CIGREF under the umbrella of the European Commission's initiative to promote e-Leadership on 6th November 2014 at UNESCO, Paris.

Article: Developing e-Leaders: The Why, What and How.

By Professor Sharm Manwani, Henley Business School

Why is e-Leadership important?

Are leaders born or made? This is an age-old question and leadership education relies on the latter being feasible, even if certain personal traits are highly desirable as an entry point. For e-Leadership, additional skills covering business competence and technology exploitation are needed. Hence any e-Leadership

programme must generate learning outcomes that demonstrate all three dimensions – business, technology, personal. Aligning IT to business goals has been a CIO priority for many years, reflecting an ongoing difficulty for organisations and a significant test of the quality of IT leadership. CIOs who efficiently manage the IT infrastructure and applications will be recognised as good IT managers but without proactively enabling effective business processes and targeted information, they do not fully merit the CIO title. The effects of poor business IT alignment are evident everywhere. In one recent case, the Co-Op Bank attempted to replace its core banking systems but had to cancel in 2013 with a bill of almost £300 million added to its balance sheet. The already ambitious project ran into further challenges with external impacts such as the Britannia merger. A programme evaluation concluded that frequent changes in leadership had been a key issue and that a replacement lacked experience of a change project of the scale the Co-op Bank was attempting. This example illustrates some of the reasons why alignment is so difficult? A large IT transformation is complex and expensive, typically replacing legacy IT that has run for many years and needing strong technical skills on both the old and new platforms. The technology migration is largely within the remit of the IT group, although the impact on the other business departments needs to be managed. What is particularly challenging is the time that a major IT transformation takes. During this period, the business goals can change dramatically in a fast-moving organisation. It is much more feasible to maintain momentum and executive commitment if the IT transformation is aligned to and enabling a business transformation. But this places greater emphasis on the leadership skills as we can recognise in the Co-op Bank case.

READ MORE http://eskills-guide.eu/news/single-view/article/article-developing-e-leaders-the-why-what-and-how/

NEWS FROM THE e-LEADERSHIP INITIATIVE FOCUSING ON SMEs

What Are the e-Leadership Skills that SMEs Need?

There is a growing demand for e-leaders, namely leaders who are both business and ICT-savvy, to ensure that SMEs use ICT effectively. In order to address this demand, the EC has launched a European e-leadership initiative through issuing a service contract and started an associated sister initiative through a further service contract in 2014 aiming to develop targeted actions for start-ups and fast growing SMEs so as to provide them with relevant e-leadership skills and qualifications.

The first results of the project are available in a report which investigates e-leadership metrics, higher education offers, and national policies and initiatives in this field. Comments and suggestions for improvement are welcome and should be addressed to the authors directly.

The service contract 'e-Leadership Skills for Small and Medium Sized Enterprises (LEAD)# was launched by the European Commission. LEAD will develop targeted actions for start-ups and fast growing SMEs to provide them with relevant e-leadership skills and qualifications for entrepreneurs, managers and advanced ICT users that are recognized trans-nationally.

LEAD is contributing to the "Grand Coalition for Digital Jobs" and as a contribution to the follow up of the Commission's Communication on "e-Skills for the 21st Century" which presents an EU long term e-skills agenda, of "The Digital Agenda for Europe" and of the Communication "Towards a Job-rich Recovery".

The main focus of this service contract is on e-leadership in SMEs and start-up firms. e-Leadership has been defined as the accomplishment of a goal that relies on information and communication technologies (ICT) through the direction of human resources and uses of ICT. This type of leadership is thus distinguished by the type of goal that needs to be accomplished and the type of resources a leader must coordinate and align: both the goal and the resources involve using ICT.

More on e-Leadership Skills for SMEs: www.eskills-lead.eu

Workshop: SME requirements for e-leadership skills and development of new e-leadership programmes and courses for SMEs

Effective organisations of all sizes and stages of maturity are demanding e-leaders who are both business and ICT-savvy. For effective e-leadership, the skills required are seen as those which enable people with very strong ICT skills to lead qualified staff from ICT and other disciplines towards identifying and designing business models and exploiting key innovation opportunities. Their success is defined as making best use of developments in ICT and delivering value to their organizations.

At the fourth Expert Workshop organised as part of the service contract 'e-Leadership for SMEs' for the European Commission on 20 November 2014 at PIN-SME the results from the preparatory activities from the 'e-leadership training course demonstration' will be presented. This will include the presentation of the:

- Results from the e-leadership skills requirements capture work involving several hundred SMEs in interviews and a survey in several European countries

- Specifications of suitable e-leadership training programmes and courses conforming to the needs of SMEs

- E-leadership programmes and courses for SMEs as they have been designed and are / will be implemented by 5 leading business schools and universities in 5 European countries from now onwards.

Demonstration of these activities is planned for late 2014 and 2015.

At the workshop the approach taken in LEAD and results achieved so far will be discussed.

A full report on the results and achievements will follow in the next newsletter.

NEWS FROM OTHER EUROPEAN COMMISSION INITIATIVES

What is the Impact of Globalisation on e-Skills?

A new report on the international dimension of ICT professionalism and the impact of globalisation on high-level e-skills requirements has just been published.

The research found that off-shoring is no longer driven by cost reduction goals as offshore operations have increasingly taken on more complex operations. E-leadership skills have been identified as one of the top skills that are most likely to remain 'onshore', while coding and app building are among the ICT skills most likely to be off-shored in the future. The research also investigated how the automation of some knowledge intensive work is affecting skills and employment.

A final report and an executive summary brochure (in all EU languages) have been produced to read further findings on:

- The e-Skills and ICT professionalism landscape

- Technological, micro-economic, and societal trends

- Off-shoring and global sourcing

- The impact of globalisation

- Requirements for new curricula for future skills and jobs

These can be downloaded at: http://www.eskills-international.com/index.html

The Innovation Value Institute (IVI), the International Data Corporation (IDC), CEPIS and empirica carried out this service contract on behalf of the European Commission's Directorate-General for Enterprise and Industry.

ICT Professionalism: Proposal for a pan-European Foundational ICT Body of Knowledge

Today the nature of the ICT jobs is changing. Technology is developing rapidly and this challenges our current, traditional ways of educating people. It is no longer enough to merely be a technical expert or specialist. The industry needs professionals with a diversity of knowledge and skills in ICT. ICT professionals are required to also understand the business, operational and HR management aspects. However, at the moment, there is still no international authoritative source that defines and organises the core knowledge of the ICT discipline.

The European Commission launched this new initiative on e-Skills and ICT Professionalism as part of the EU e-Skills strategy and with a view to support the development of a pan-European Foundational ICT Body of Knowledge in 2014. The purpose of this project is to contribute to developing tomorrow's ICT professionals. The European Foundational ICT Body of Knowledge will provide the basis for a common understanding of the foundational knowledge each ICT professional should possess. It will serve as the go-to reference for individuals, academia and industry, and hence will contribute to educating and developing tomorrow's multidisciplinary ICT professionals.

The first draft version has been reviewed. This version was constructed following analysis of relevant studies and existing Bodies of Knowledge, as well as a broad consultation of stakeholders through interviews, workshops and online surveys. Anyone interested is welcome to share views on the work in progress. Please contact the team for more information.

International cooperation has also been established with key stakeholders in other regions of the world

sharing the same goals (e.g. in the US, Japan, Canada, Brazil, Australia etc.). This initiative aims to build and strengthen that collaboration. Representatives from IEEE and IPA (Japan) will be presenting their views on developments and international collaboration during the second day of the e-Skills Conference (www.eskills2014conference.eu).

This project is executed by Capgemini Consulting and EY.
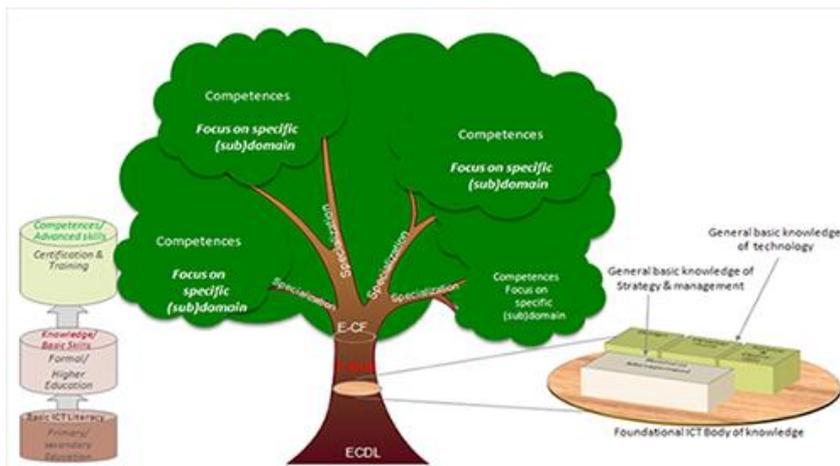
More information can be found online at www.ictbok.eu or by contacting the project team (niels.vander.linden@capgemini.com).

Key Enabling Technologies Skills Initiative: Vision and Sectoral Pilot on Skills for Key Enabling Technologies

In January 2014, the European Commission has launched a dedicated initiative aiming to address the skills-related challenges in Key Enabling Technologies (KETs). The initiative focuses on the current and anticipated needs of employers with regard to KETs skills and the ways to best satisfy those needs.

The work is coordinated by Directorate General for Enterprise and Industry of the European Commission. The activities within the initiative are carried out by PwC EU Services, and particularly the members of PwC Innovation Research Centre.

 KETs Skills Initiative aims to develop a shared international multi-sector vision on how to meet the key skills requirements in KETs. The initiative will generate a meta-vision that will subsequently be translated into concrete actions to tackle the challenges in a coherent, consistent and efficient manner. The initiative will also produce specific recommendations and a European action plan, including a roadmap for 2014-2020. Finally, a sectoral pilot will be organised as a trial run for recommendations.

The main intention of the initiative is to create a platform for action that is well-understood and supported by all key stakeholder groups including policy makers, companies of all sizes, as well as educators. It aims to contribute by creating synergies between the existing policies and instruments and by developing new effective ways to improve the skills landscape in Europe.

For more information, please visit: http://www.pwc.nl/nl/rijksoverheid/kets/index.jhtml

OTHER RELEVANT NEWS

First e-Competence Quality Label Awarded by EXIN to LPI

The LPI Linux Professional Certification Program has become the first to be awarded the e-Competence Quality Label. The Quality Label was officially handed out at the annual LPI EMEA meeting September 26th

2014 in Prague, Czech Republic by Maarten Dolf Desertine, business developer at EXIN. The e-Competence Quality Labels are supported by the European e-Skills Association with EXIN acting as an awarding body.

In attaining the e-Skills Quality Label designation, the Linux Professional Institute has proven that their certifications successfully map to the e-Competence Framework.

"The European e-Competence Framework is a critical initiative in today's European workforce. By standardizing the language around ICT recruiting we can continue to help hiring managers recognize the best skilled candidates for the job," said Klaus Behrla, Vice President, business development Europe for the Linux Professional Institute, "We at LPI are so pleased to have been awarded the e-Skills Quality Label for our professional Linux certifications."

"In today's e-Skills jungle the mismatch in existing and required knowledge are a problem for all stakeholders. Through the e-Skills Quality Label LPI has demonstrated that their exam objectives cover relevant and required standard competences and ICT profiles," said Maarten Dolf Desertine.

125th Euro Inf Label for Degree Programmes in the Field of Informatics / Computer Science awarded by ASIIN

At its September session 2014 the Accreditation Commission for Degree Programmes of ASIIN (one of the core team partners of the European e-Leadership Initiative (www.eskills-guide.eu) awarded its 125th Euro Inf Label for Bachelor's and Master's degree programmes in the field of Informatics/Computer Science. In total, more than 170 Euro-Inf Label have been granted to study programmes in Europe and abroad.

ASIIN is the one of three European agencies and the only German accreditation agency being authorized by the European Quality Assurance Network for Informatics Education (EQANIE) to award the Euro-Inf quality label. In its monitoring procedure, which is very much focused on the quality of discipline specific aspects of respective study programmes, the ASIIN expert panels assess whether these programmes meet pre-defined subject-specific criteria (so-called SSC) in the fields of Informatics/Computer Science, and thereby the Euro-Inf Framework Standards and Criteria issued by EQANIE.

The Euro-Inf label attracts growing attention internationally, a fact which was addressed at an event on 13 October 2014 in Wroclaw, Poland (for more details see: http://www.informatics-europe.org/ecss/ecss-2014.html).