



The Governance of IT Professionals

Giorgio MOSCA
Senior Advisor
IT Division

4th IT STAR WS on ICT Skills, Education and
Certification: the Multistakeholder Partnership

Rome, 27th November 2009

The Finmeccanica Group

Aeronautics



16 % 2.53 € bn

- Alenia Aeronautica
- Alenia Aermacchi
- **ATR**
- **Superjet International**

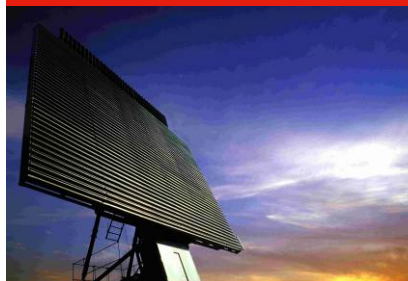
Helicopters



20 % 3.03 € bn

- AgustaWestland

Defence Electronics

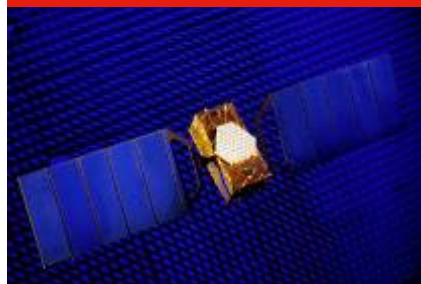


29 % 4.36 € bn

- SELEX Sistemi Integrati
- SELEX Communications
- SELEX Galileo
- SELEX Service Management
- Seicos
- Elsag Datamat
- DRS Technologies (From October 2008)

KEY FIGURES (€ million)	2008
Revenues	15,037
EBITA <i>Adjusted</i>	1,305
Net profit	621
EBIT	1,210
ROI	21.4%
New Orders	17,575
Order Backlog	42,937
R&D	1,809
Employees	73,398

Space



6 % 0.99 € bn

- **Telespazio**
- **Thales Alenia Space**

Defence Systems



7 % 1.11 € bn

- Oto Melara
- WASS
- **MBDA**

Transportation



12 % 1.75 € bn

- AnsaldoBreda
- **Ansaldo STS**
- BredaMenarinibus

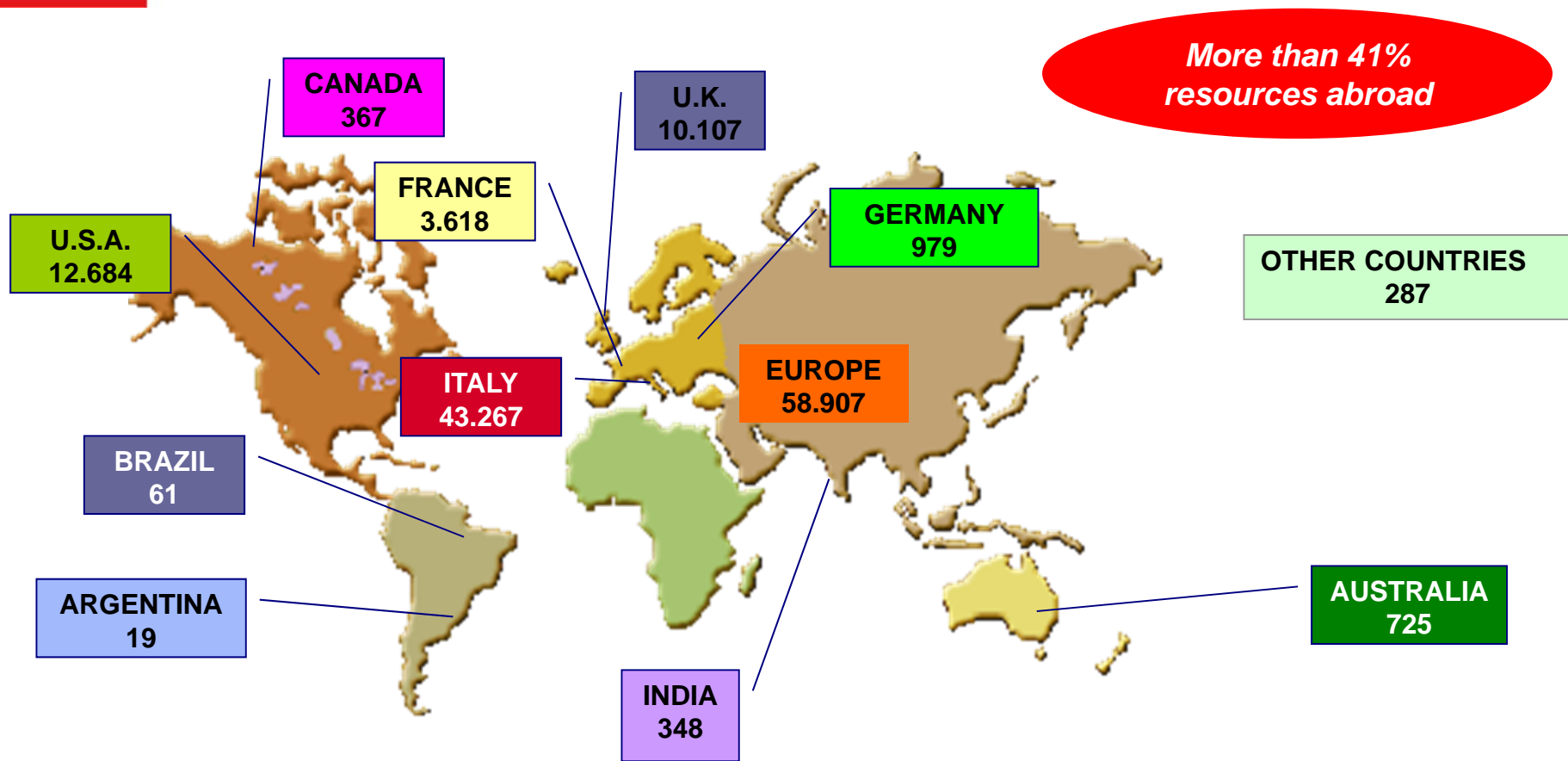
Energy



8 % 1.33 € bn

- Ansaldo Energia

The Finmeccanica Group



Consolidated Headcount

73.398 (*)

31.12.2008

(*) Joint Ventures (MBDA, Thales Alenia Space, Telespazio, ATR, Superjet International) proportionally consolidated

Elsag Datamat is the Excellence Center of Finmeccanica for the Design, Delivery and Distribution of hi-tech products, solutions and services for Information & Communication Technology, Postal and Industrial Automation, Security, Transportation, Aerospace & Defence.

Automation



Security



Transportation



Aerospace/Defence



ICT



- 3.780 people
- Revenue 2008 : 699 euro/mil
- Ebit 2008: 66.8 euro/mil
- Main sites: Genova, Roma, Milano
- International Markets orientation

The 2008 ranking

Rank	Company	HQ	Revenues 2007 from Software activity (m€)	Total revenues 2007 (m€)	R&D headcount 2007*
1	SAP	DE	10 269.3	10 269.3	12951
2	SAGE	UK	1 787.1	1 787.1	2314
3	DASSAULT SYSTEMES	FR	1 250.8	1 250.8	3349
4	SOFTWARE AG	DE	615.5	621.3	676
5	GRUPPO ENGINEERING	IT	467.0	709.0	220
6	MISYS PLC	UK	416.9	832.4	1415
7	ELSAG DATAMAT	IT	410.0	633.5	332

Source: Truffle Top 100 European IT Companies

The Offering

Know how in process automation, security, transportation, space and defence, information technology for a high tech content offering.



**AUTOMATION, ICT
AND POSTAL
LOGISTICS**

**INDUSTRIAL
AUTOMATION**

CONSULTING

**HOMELAND
SECURITY AND
CRITICAL
STRUCTURES
PROTECTION**

ICT SECURITY

**CITIZEN SAFETY
AND PROTECTION**

**LOGISTICS
MULTIMODAL**

**PUBLIC
TRANSPORTATION
AND MOBILITY**

DEFENCE SYSTEMS

**SATELLITE SOFTWARE
AND GROUND
SEGMENT**

**ENVIRONMENT
MONITORING**

**ICT SYSTEMS AND
SOLUTIONS**

ICT OUTSOURCING

**VERTICAL
SOLUTIONS FOR
INDUSTRY, TELCO-
UTILITIES,
GOVERNMENT AND
FINANCE**

Know how on ICT System Integration Architecture, Systems, Solution Delivery, Infrastructure Managed Services



**BUSINESS
PROCESS
REENGINERING**

**CHANGE
MANAGEMENT**

ICT STRATEGY

**MANAGEMENT
INFORMATION SYSTEMS**

**ENTERPRISE RESOURCE
PLANNING**

**CUSTOMER RELATIONSHIP
MANAGEMENT**

HUMAN RESOURCES

**INFORMATION
MANAGEMENT**

**ENTERPRISE CONTENT
MANAGEMENT**

**WEB PORTALS & ENTERPRISE
SEARCH**

**DATA WAREHOUSE
BUSINESS INTELLIGENCE**

ENGINEERING

**BUSINESS SERVICE
SUPPORT**

**OPERATION
SYSTEM SUPPORT**

eGOVERNMENT

ENERGY TRADING

**CORE BANKING &
INSURANCE**

ICT ARCHITECTURE

IT GOVERNANCE

**ICT OPERATION &
SYSTEM MANAGEMENT**

**COMPUTER &
NETWORK SECURITY**

**BUSINESS CONTINUITY &
DISASTER RECOVERY**

HOUSING/HOSTING

**LOCAL & CENTRAL
COMPUTING**

**APPLICATION
MANAGEMENT**

SERVICE DESK

CONTACT CENTER

Finmeccanica Competency Management System is born in order to:

- realize a tool for harmonizing and mapping the names of professional roles among Group companies,
- create a common language as well as identify homogeneous skill clusters (in terms of knowledge and technical/managerial capabilities),
- contribute to the integration process among Group companies, starting from an homogeneous management of different skills, preliminary to the planning of training initiatives, knowledge sharing and HR development inside the Group.

The IT Competency Management System of Finmeccanica aims at:

- building a reference and skill management system coherent among Group companies, according to international best practices' main features,
- creating a competence structure applicable also to the business of Elsag Datamat on the non captive IT service market,
- growing through its different aspects (management, training, development, mobility) a professional community able to better leverage people, skills and competences available throughout the IT organizations of the Finmeccanica Group.

IT Professionals Governance ICT Professional Community Roles

9 Professional Roles have been identified within the IT Professional Community.

The Professional Roles have been obtained as a grouping of 19 (out of 21) EUCIP* roles into 9 classes.

Professional Community Roles have been identified by a workgroup involving the CIOs of the Group's companies.

Ruoli FP ICT	Ruoli EUCIP
Governance	Information Systems Manager
Process	-
Demand	Client Manager Business Analyst Information Systems Analyst Information Systems Project Manager
Architect	Enterprise Solutions Consultant Logistics & Automation Consultant IT Systems Architect Telecommunication Architect
System Integration	Systems Integration and Testing Engineer
Security	Security Adviser
Application	Software Developer Web & Multimedia Master
System	Data Centre & Configuration Manager Database Manager Network Manager X-Systems Engineer
Services & Customer Care	Help Desk Supervisor IT Trainer

* EUCIP: European Certification of Informatics Professionals.

A set of COBIT** competences have been associated to each Professional role, thus generating a matrix for linking more than 450 Company-level Roles with the 9 IT Professional Community Roles.

The same process applied to Elsig Datamat market delivery organization allows to map, aggregate and synergize about 75 Company-level roles.

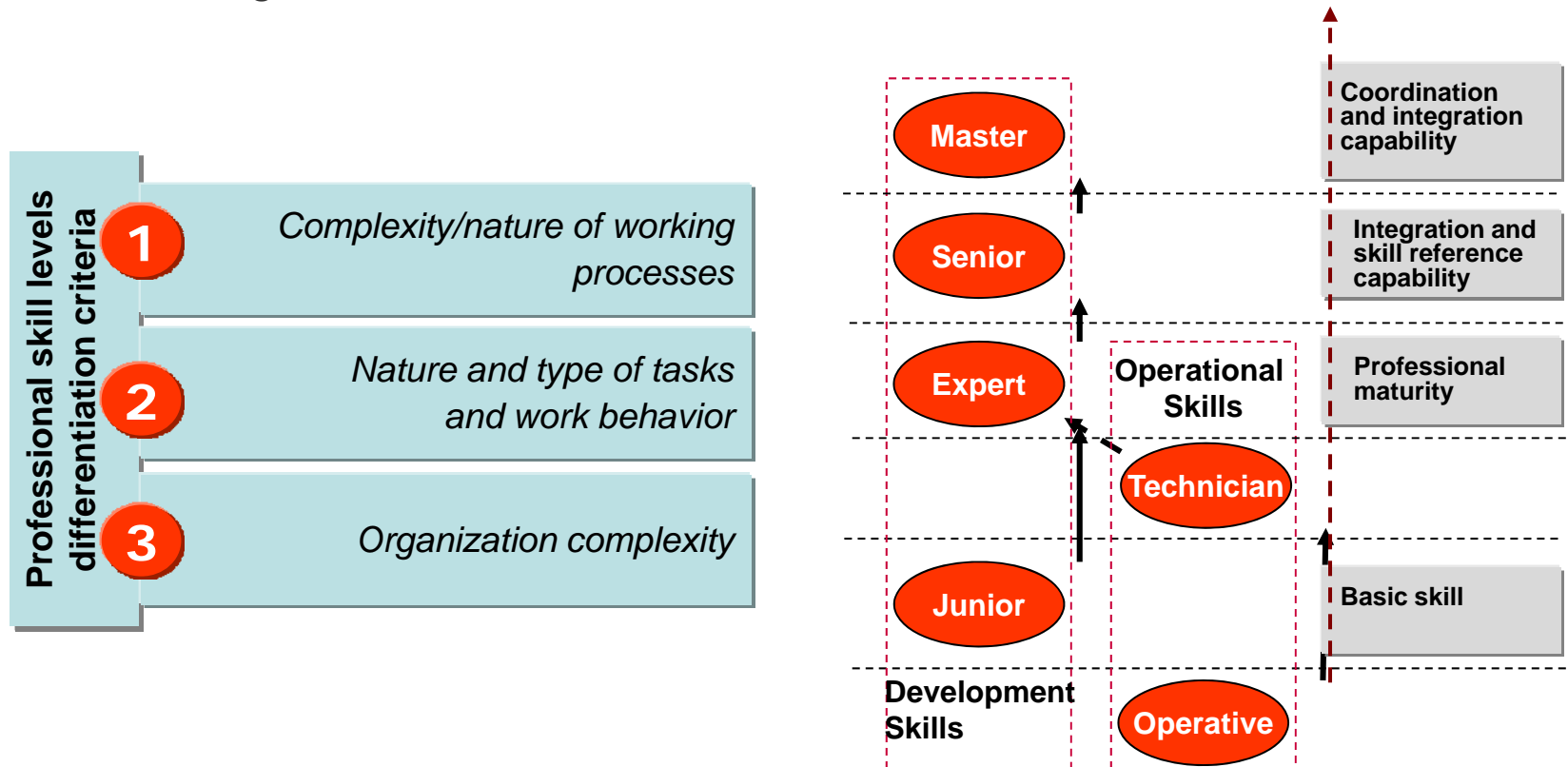
This activity allowed to eventually identify the number of resources per each Professional Role within the Group.

	Governance	Demand	Architect	Application	System Integration	Security	System	Customer Care
11 - Define a strategic plan	X							
12 - Define the information architecture		X	X					
13 - Determine technological direction	X	X	X					
14 - Define IT processes, organization & relationship	X							
15 - Manage IT investment	X							
16 - Communicate management aims & directions	X	X	X					
17 - Manage IT Human Resources	X							
18 - Manage Quality	X	X						X
19 - Assess & manage risks	X	X	X			X		
110 - Manage projects								
1 - Identify automated solutions		X	X		X			
2.1 - High-level design		X	X		X			
2.2 - Detailed design		X	X	X	X		X	
2.3 - Application control and auditability				X	X			
2.4 - Application security and availability				X		X	X	
2.5 - Configuration and implementation of acquired application software				X	X		X	
2.6 - Major upgrades to existing systems		X	X	X	X		X	
2.7 - Development of application software				X	X			
2.8 - Software quality assurance				X	X		X	
2.9 - Applications requirements management		X	X			X		
2.10 - Application software maintenance				X				
3 - Acquire & maintain technology infrastructure			X			X	X	
4 - Enable operation & use				X			X	X
5 - Procure IT resources	X	X	X			X	X	
6 - Manage changes				X	X		X	X
A17 - Install & accredit solutions & changes				X	X		X	X

** COBIT (Control Objectives for Information and related Technology), it's a set of best practices to manage IT processes inside a company. It is an internationally recognized IT Governance framework and set up by IT Governance Institute (www.itgi.org).

Professionals can be active on the same working tasks in a specific role, but can obviously present different skill levels as well as professional grades

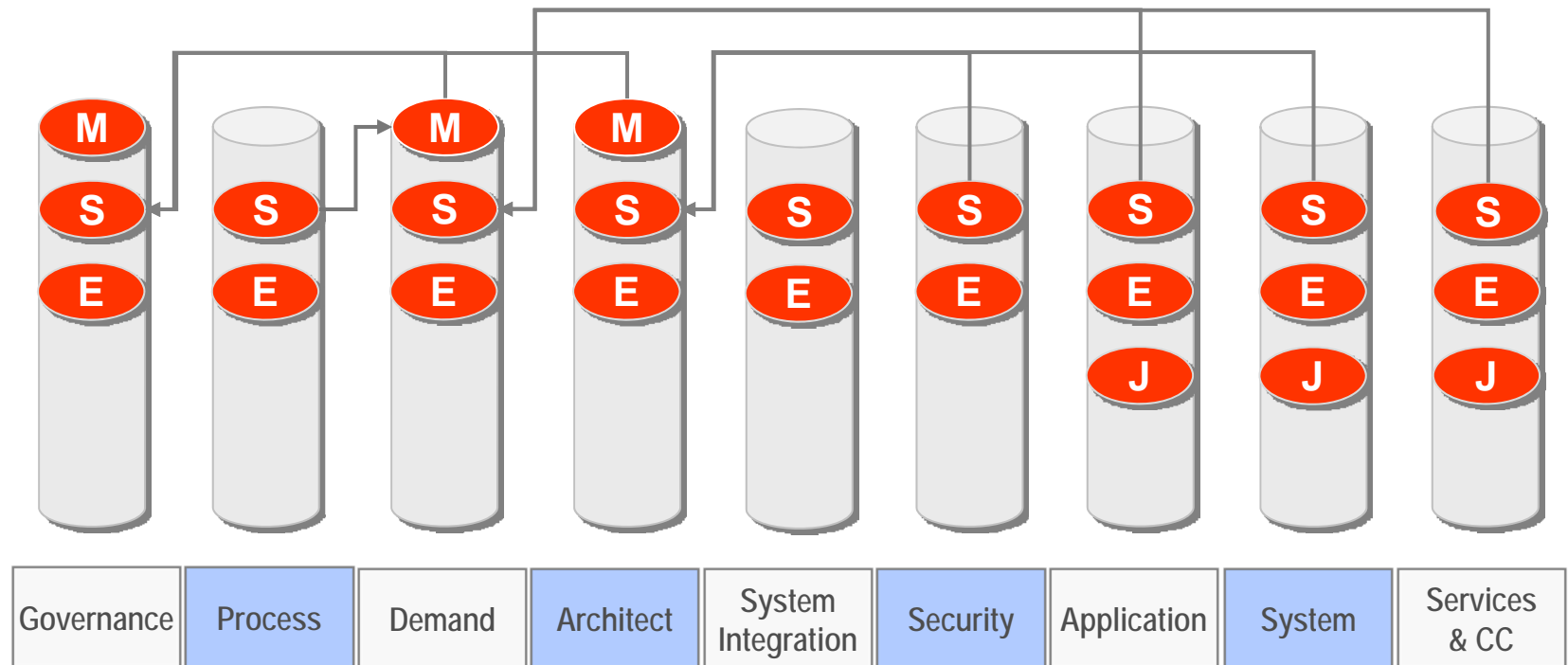
Criteria and differentiation items have been defined to identify the professional grade



IT Professional Community development model

Seniority levels and professional paths

Roles can present different maturity levels (according to Grading/Seniority).
 Represented schema does not exclude alternative potential career paths.



Legenda:
 M= Master: Coordination and integration capability
 E=Expert: Professional seniority
 S=Senior Integration and skill reference capability
 J=Junior: Basic Skill

IT Professional Community development model

Seniority levels per each specific competence

Following the definition of core competences per each Professional Role, the weight of each skill has been mapped over each seniority level.

Categories	Expert				Senior				Master			
	1	2	3	4	1	2	3	4	1	2	3	4
Business activity and business process modelling		X					X				X	
Requirements engineering			X					X				X
Organisational strategies and related IT system selection		X					X					X
Training needs analysis						X						
Information Systems in the business environment		X					X					X
Business Intelligence & Data Warehousing	X				X					X		
Key IT Process Control					X				X			
Allocation of Resources							X				X	
Accounting and financial management							X					X
IT organisational structure and measuring business benefits							X					X
New technology opportunities and the matching of these to business needs		X					X					X
Package selection and implementation lifecycle			X				X					X
Project Management essentials			X					X				X
Estimating for System Development			X				X					
Integration management			X					X				
Scope management		X					X					
Time management		X					X					
Cost management								X				
Quality management								X				X
Human resource management							X					
Communication management							X					

For example, the previous matrix maps required skill level versus Demand Professional Roles

Next steps will involve:

- Definition of learning libraries based on Finmeccanica Syllabus requirements
- Core level assessment according to Finmeccanica Syllabus
- Identification of basic training gaps
- Definition of learning paths based on self training

- Identification of Elective profiles to assess / train accordingly
- Linkage between professional paths and learning needs / opportunities

Thank you for your kind attention



Giorgio Mosca

Senior Advisor

IT Division

**Via Laurentina 760
00143 Roma – Italia**

giorgio.mosca@elsagdatamat.com

www.elsagdatamat.com

