DRAFT Project IP3–CH

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to be presented at the next Vorstand
ICTswitzerland on the 19th of June
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0. EXECUTIVE SUMMARY

We are observing an increasing shortage of IT professionals in Switzerland, which has to be compensated for by immigration of IT professionals. Handling foreign applications, and in particular applications from outside Europe, creates high challenges for Swiss HR departments. We propose to establish a certification authority, which relies on the corresponding IFIP activities, but operates a certification scheme customized to the needs of Swiss industry. This would reduce the burden for HR departments recruiting foreign IT professionals and it would increase the attractivity of the Swiss job-market for IT professionals from abroad. Plus we propose to participate in parallel in IFIP standardisation activities to influence them towards them the needs of Swiss industry. The following pages describe a project, which will lay the foundation for a Swiss certification authority to be run by ICT Switzerland. We describe the motivation for the project, its cardinal aims, its expected benefits, its expected side-effects, its costs and its risks, and we sketch its work-programme.

Keywords : authentification / certification / training and education prestations for IT[1] / immaterial economy / clarification in IT global profession domain / economical and political impacts / 4 modes in computer related services (WTO + Doha Round)

1. INTRODUCTION – CONTEXT

After taking in account the reviewing of the work of the Task Force IP3[2] at Vortand

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[1] At international level, IT is synonymous of ICT in this paper

[2] IP3 (at the beginng I3P)
THE IFIP IP3 (INTERNATIONAL PROFESSIONAL PRACTICE PROGRAMME)
A global programme led by IFIP (The International Federation for Information Processing) to promote professionalism in IT, define international standards for professional competence, and create a global infrastructure that will encourage and support the development of both

ICTswitzerland (4 times since August 2007), the Vorstand decided on the 3rd of April to request a DRAFT PROJECT for the 19th of June at VS.
The objective was to be able to better understand the ways to be active (pro-active) at the international level and at the national level as well.
With this draft project ICTswitzerland has the possibility to be involved with the introduction of coming international standards for IT Professionals and to be leader in preparing the preliminary work and reflection to their progressive introduction in Switzerland with a coherent approach.
In addition, after a meeting on this subject with the head of BBT, they clearly stated that BBT, in view of the importance of the process, is not only interested (it fits with their priorities), but waits for a concrete proposal from the leaders of the professional branch and that they will accompany such a strategic project.

For more information :
Cf. Reports Morel to Vorstand ICTswitzerland 4 times (August, November07, January, April 08) and reminder file of the presentation on 3rd of April 08 :VS-030408-IFIP-I3P-v2.ppt

2. SCOPE – CONTENT – TARGET – OBJECTIVES

Background:

On the one hand there is a severe lack of Swiss IT students. Despite of high loans, studies in the area of IT have lost their attraction. On the other hand, the situation in the IT-HR market is quite chaotic. Young people have difficulties to understand the differences between educational programmes in the area spanned by computer and information sciences (Informatik, Wirtschaftsinformatik, etc.). The same is true for responsible people in HR departments – and even for recruitment experts in specialized companies.

First, it seems necessary to make it easy-to-distinguish between different educational programmes for young people interested in IT. Clearly distinguishable areas of expertise with clear descriptions of their meaning to society are mandatory, if the decrease in Swiss IT students should be halted. Young people mostly choose their education due to idealistic reasoning. In earlier times, the potential of IT as an enabler for innovation was obvious to them. However, today's young people no longer know life without IT, which makes it hard to understand its innovative power and reduces its attraction for them. The chaotic overlap of different IT educations without clear links to societal change power further reduces attraction.

In addition, the fact that IT is the foundation for execution is widely unknown to public discussion. It does not appear in the mass media. It is ignored by politicians and it is widely repudiated by management experts. In the minds of most business people IT does not matter, because they do not understand it. This situation will persist unless the IT chaos gets ordered.

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practitioners and employer organisations and give recognition to those who meet and maintain the required standards for knowledge, experience, competence and integrity.

Second, it seems necessary to ease the recruitment of IT professionals for HR departments. So far it is hard to evaluate the qualities of applicants based on CVs and diplomas due to the high heterogeneity of both IT tasks and IT diplomas and certificates. It is foreseeable that in the next two decades, the majority of applicants will be foreigners with foreign diplomas and foreign practical experience. This will significantly increase the problem of evaluating job applicants.

Furthermore, the implementation of the European Service Directive (planned for end of 2009, expected to be realized in steps between 2009 and 2018) will create a competitive pressure on the IT-HR market, as it will lead to a cross-border acceptance of diplomas within Europe.

Third, if a Swiss certification authority is able to translate foreign proof of professional expertise into Swiss certificates, which are widely accepted by Swiss industry, Switzerland will become a much more attractive target for job-seeking IT professionals abroad. (On the contrary, if other European countries would implement such schemes while Switzerland did not, Switzerland would become much less attractive for foreign job-seekers.) Thus a certification authority would attract more highly qualified people (while the permanent absence might repel many of them in the future).

Fourth, we are observing consolidation in the Swiss-IT-organisations scene. So far, the Swiss IT-NGO-scene perfectly represents the chaotic IT qualification landscape. If a further symbol against education was needed, the heterogeneity of IT organisations would provide it. The ongoing organizational optimization would be strongly supported, if we could provide a joint mission, which is able to win the support of members from all IT disciplinary areas and all Swiss language areas. Providing order to the chaotic qualification landscape could be this mission. This could be achieved by turning the future unified organisation into a certification authority for all kinds of experts in the IT business. However, rather than creating a new task for the government, this should be achieved as an non-government organisation closely cooperating with government organisations (like BBT).

Cardinal aim of the project

The aim of our project is to lay the foundation for a IT Swiss certification authority, which is able to issue easy-to-understand certificates based on diplomas, certificates, proven practical experience, and potentially additional examinations. The evaluation process must be able to handle Swiss and foreign, academic and industrial diplomas and certificates as well as Swiss and foreign, documented experience. In particular, it should be able to handle future IFIP and EU certificates.

The certificates should be customized to Swiss industrial needs and they should cover all areas, where IT know-how is needed. That is, they should enable HR people to evaluate whether a candidate provides the proper qualifications for given task, or whether it is likely that she or he will acquire these qualifications quickly on the job or through additional education. This should not only be possible for classical IT job profiles like IT architect, IT project manager, or IT software engineer, but also for affiliated job profiles, like IT communication.

The issuing of certificates should require moderate resources. Certificates should be issued both for

people looking for jobs in Switzerland and for people with Swiss education looking for jobs abroad. The certification scheme should be linkable to international certificates enabling the certification authority to act as a national certifier for international certificates. Further, maintenance and the capability to react to changing needs in industry should be cared for from the beginning. Due to the high change speed in technology and its applications, the latter is of critical importance.

Finally, in addition to the certificates multilingual information on the meaning of the certificates and the issuing process should be provided.

Side effects

As an expected side-effect, the current chaos in the IT scenes will be significantly reduced. This in turn will have several significant positive consequences. It will become thus much easier for young people to understand the enabling power and the idealistic values of available education programmes. For this purpose, knowledge, skills, and values should be clearly described for each certificate. Thus, the understanding of IT as a set of true disciplines will be strengthened, which will in turn have a positive impact on productivity and make it easier to lead IT-alignment and IT-projects.

Currently, many educational programmes take-up technological development too slowly, but equally forget about old technology too fast. As a further side-effect, applied and further education will get more aligned with the real business needs.

The work done will enable Swiss experts to influence the certificate standardization activities within international bodies, such as IFIP. The IFIP corresponding programme is then driven by the needs of intercontinental IT industry. So far Switzerland has stood aside, refraining to the role of an observer, who is prepared to take up UK-Korean-India-etc. concepts once they have been defined by IFIP. This will change.

All this will have a very positive impact on the IT-HR market creating new competition through better comparison of qualifications. As a consequence, the professional qualities of many involved will much better evolve than without competition. This will create a huge economic growth impact for nearly the whole economy, much beyond the IT business itself.

Life-time costs

The life-cycle spans the following: laying the foundations, organisational implementation, take-up by industry, government and experts, and organisational maintenance. While our intended project will require only a minor part of all life-time resources, it will significantly influence the overall costs and the overall success.

Therefore, the quality against which our success has to be measured is more than just disciplinary quality (such as a proper identification of business and HR department needs, a proper survey and classification of existing educations and of practical experience to be evaluated, a proper anticipation of international activities and trends, and a proper presentation for young people). In addition, the quality of the (permanent) stakeholder communication will be the critical success factor.

Risks

The main risk is opposition from educational institutions and the typical opposition-in-process. The first will be – among others – due to the resulting increased competition among educational institutions, once their diplomas become comparable. Therefore, we will have to convince them, that less chaos leads to more students, which directly increases their market. The second always arises during system change projects, for several reasons: People often don't understand the context of the project, which is likely to be different from their usual thinking context. People often fight for influence and power. People often are afraid of the real advent of change. All this has to be handled with care, based on the assumption that you have to win enough support, but not the support of all.

3. WHERE WE ARE ? WHERE WE WILL GO TO ?

Putting it bluntly, the lack of IT professionals in Switzerland was dramatic yesterday. It is highly dramatic today, and there is a considerable risk it will get much worse tomorrow - that is, the overall economic growth may eventually be considerably blocked.

Right now, the number of retiring IT professionals in Switzerland exceeds the number of newly educated, young people by a factor between three and five. In particular, the number of young people starting academic studies in computer science or business informatics is sharply decreasing, resulting in only 300 first-year students in 2007. Despite of a high number of career changers moving into IT business, this creates a significant deficit in the Swiss IT-HR market, which is partially filled with foreigners, in particular from Germany, UK, and India. For example, in 2007 more than 1'400 IT professionals immigrated into Switzerland from outside Europe. Still there are hundreds of open positions, and may be even more hidden open positions, which are nowhere published as the chances for successful recruitment are too small.

So far, one source for career changers was the whole area of engineering disciplines, physics, mathematics, and related disciplines. However, the deficit of available human resources is equally high, which will reduce the number of career changers in the future.

Therefore, there is little alternative to foreign recruitments. However, this faces two difficulties. One the one hand the situation is very similar in European countries. Switzerland has thus to compete with Europe for human resources in IT. Taking only the best of the best might reduce the evaluation problems in recruiting, but it is no promising strategy, as there are not enough of them for the Switzerland and Europe. On the other hand, it is very hard to evaluate the qualifications – that is more precisely, the knowledge, the skills, and the attitudes – of "common" foreign experts, the more if they are coming from outside Europe. However, even within Switzerland, educational programmes can be hardly compared. For example, this is particularly true for academic education in 'Wirtschaftsinformatik'. The underlying knowledge concepts (as well as the underlying scientific concepts) differ strongly. In order to understand, what someone with a Bachelor or Master in 'Wirtschaftsinformatik' is likely to know, you have to study his studies first.

Further, it is pretty unclear, how industrial certificates relate to each other and to academic education. And is really hard to validate practical experiences stated in CVs. Further, there is a gap between

management perspectives focussed on tasks and industrial certifications focussed on methods. Plus – there is the big black hole of failure, as there are still very few certifications on knowledge about typical failure.

Key Stakeholders

The key stakeholders of this project are
- HR professionals / HR departments and specialized recruitment organizations
- IT professionals incl. all professionals relying on IT knowledge
- industry relying on IT as foundation for execution
- IT-NGOs
- Several government departments (such as BBT, immigration, SECO, etc.)
- Young people interested in IT

We shall pursue a multi-stakeholder approach from the very beginning, which is trargeted at gaining enough support for both the project, its implementation, its take-up, and its maintenance. This will be achieved very much in the spirit of transparency engineering in distributed systems (à la Tanenbaum). That is we shall invest in providing the proper rather than the maximal transparency to involved stakeholders – of course, without ignoring possibilities and paradigms of Web 2.0 and beyond.

It is our intention to proceed in the spirit of Kotter's 8-phase change management process and to work with boundary objects following current practice. The first and foremost goal is to convince a strong minority of stakeholders, that things have to change, that is the IT chaos has to become somewhat ordered. The second goal is to establish direct cooperation with strong partners and to establish good two-way communication with industrial stakeholders. Further the IT-professionals "scene" and –equally important – young people shall be involved, through both standard investigations and Web 2.0 investigations.

Our key message will adapt Howard Gardners "Five Minds for the Future" to the IT-HR market. That is, the disciplinary capability comes first, but other capabilities like that for integration and that for creative invention are equally needed for truly sustainable success in the IT business.

4. Introduction of the preliminary work of the IFIP task Force IP3[3]
(extract from url 1 below)

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[3] IP3 (at the beginng I3P)
THE IFIP IP3 (INTERNATIONAL PROFESSIONAL PRACTICE PROGRAMME)
A global programme led by IFIP (The International Federation for Information Processing) to promote professionalism in IT, define international standards for professional competence, and create a global infrastructure that will encourage and support the development of both practitioners and employer organisations and give recognition to those who meet and maintain the required standards for knowledge, experience, competence and integrity.

The Vision

The vision is the creation of an international IT[4] profession, equivalent in prestige and structure to other established professions such as law, accountancy and medicine, that is:

- focussed on improving the ability of business and other organisations to exploit the potential of information technology effectively and consistently,
- respected by its stakeholders – including employees, employers, customers, governments and key international bodies
- a source of real pride and aspiration for IT practitioners.

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Within that professional structure we plan to establish a worldwide set of professional certification schemes which are recognised and trusted globally as representing the hallmark of true IT professionalism. These certifications, delivered through independent, non profit, national IFIP member societies will be available to suitably qualified professionals and will be supported by development frameworks for both individuals and organisations.

The Background

The IT profession is at a critical point in its development. IT is now quite clearly an activity which is vital to the world economy and to the prosperity and quality of life of ordinary people across the world. At the same time it is marked by an almost complete absence of well established national or international standards to assure the essential requirements of a truly professional practitioner. While a confusing array of examination-based qualifications provide an indication of relevant knowledge, it is generally impossible to validate subjective judgements about the experience, competence or ethical standards of individuals – even where those judgements relate to business-critical or even safety-critical positions. In a global industry in which practitioners are numbered in millions, this is very clearly unacceptable.

This lack of established national and international standards is a serious problem in a world in which everyone is now acutely aware of the need for IT professionalism - but it also provides a valuable opportunity. The IT profession stands on a cusp – sufficiently mature to recognise the importance of professionalism but not so far down the track that every nation has developed its own standards that would now require difficult and time consuming retrofitting to form an international standard. It is this unique, and possibly short lived, opportunity that IFIP is determined to seize and exploit.

IP3 - Delivering the Vision

The IFIP *International Professional Practice Programme* (IP3) is designed to deliver the vision set out above by the development of an overarching professional framework maintained and delivered through its network of over 90 national member societies. (…for the complete text (url1 below))

The Key Features of IP3 Certification

IP3 certification schemes, of which the first will be the 'gold standard' *International IT Professional* (*IITP*) certification will be:

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[4] At international level, IT is synonymous of ICT in this paper

- Vendor independent
- Operated by accredited IFIP member bodies
- Available worldwide
- Based on consistent global standards for professionals in all areas of IT activity
- Built around a requirement for complete professional formation – including relevant knowledge, experience, competence and commitment to a code of professional ethics
- Dependent on the maintenance of competence through a programme of continuing professional education and development
- Supported by a disciplinary code with a process for public complaint and sanctions where appropriate.

Within this overall independent framework I3P certification schemes will recognise and give credit to other certification schemes, including vendor certification, wherever these provide appropriate and valuable assurance for part of the overall professional formation.

> **ICTswitzerland has a unique opportunity to put in place an urgently needed professional structure to underpin the competence and professionalism of ICT practitioners and organisations on an international basis.**

(1)http://www.ifip.org/images/stories/ifip/public/projects/I3P/ifip%20-%20i3p%20vision.pdf
More information :
(2)http://www.ifip.org/images/stories/ifip/public/publications/minutes/Board2008/i3p.ppt
(3)http://www.ifip.org/images/stories/ifip/public/projects/I3P/characteristics%20of%20a%20professional.pdf
(4)http://www.ifip.org/index.php?option=com_content&task=view&id=62&Itemid=122

5. Outputs of the Project IP3-CH

5.1 Swiss Activities today and in the Project IP3-CH

First, a task & method landscape (TML) will be developed based on a thorough investigation. Second, a qualification & experience landscape (QEL) will be developed taking account all forms of qualifications as depicted above. This can be handled partly in parallel. Third, a qualification certificate scheme (QCS) will be identified, with mappings from between the QEL and the QCS, and between the QCS and the TML.

For the design of the TML, existing classifications have to be collected and integrated. Then missing areas have to be identified and added based on field interviews. Thereby it is critical to obtain and easy-to understand and exhaustive classification without too many overlaps. It is further important to distinguish between the "what" and the "how" – the more since most managerial text books are focussed on the

"what" and many certificates are focussed on the "how". Both the TML and the QEL should be developed by a strong involvement of Swiss IT experts and existing Swiss IT organisations.

The QCS will be an "interpolation" of the TML and the QEL, which is customized for the special needs of Swiss industry, but compatible with international schemes as those developed by IFIP. The latter is particularly important for two reasons: Figures indicate that it will be necessary to fetch more than 50'000 IT specialists from abroad within the next two decades. On the contrary, enabling Swiss IT specialists to gain international experience requires that internationally compatible Swiss certificates.

The Importance of Being Earnest

The output will be validated concepts, represented by documents and pictures. The bottom line of these documents will be: It is critical to understand what are the knowledge, skills, and attitudes needed to create value in the IT business. The standard structure of all documents will be
- Meta-requirements
- Requirements
- Validation of requirements
- Solution
- Validation of solution

This may look very much like standard academic texts in IT engineering science, that is very different from typical texts in business informatics, we consider it absolutely mandatory, that the problems to be solved are explicitly named, justified, and validated with respect to their practical relevance. The same holds for the solutions, as this is not an academic research project, but a practical research project. Of course, requirements will be considered from a multi-disciplinary perspective, focussing on managerial aspects.

There are two really important, particular requirements:
- Preparing at the conceptual level the adaptation of the certification with consideration of exsititing disposals
- Anticipating future changes in demands arising both from technological development and development of application scenarios

The first will be achieved through a strong link with international activities, in particular those by IFIP, which have to be adapted to the local system and its legal standards. The second will be achieved by an intrinsic change engineering, management, and communication concept.

The key challenge is preparing for mastering the implementation of the project once the results. For this purpose a dedicated risk and quality management will be performed from the beginning. Sharing the process with existing professional and institutional partners will play a central role for both.

5.2. International Activities in the Project IP3-CH

In order to be able to develop a certification scheme, which is linkable to international schemes, we shall participate in the developments on an international level. We intend to play an active role in order to be

able to excerpt some influence towards the needs of Swiss industry. This will require to become leaders of some modules. Based on existing contacts, this seems possible. One the one hand, Switzerland is among the leading countries in IT usage. On the other hand, IFIP is interested to distribute responsibility and to win strong partners able to issue certificates for IFIP on an international level.

6. Management of the Project – Quality Management

The management of the project will follow established standards, as they are explained by authors like Ould. Care will be taken and considerable resources will be spent that all partners fully understand and know the cardinal aims of the project including anticipated side-effects. According to our experience this requires high communication redundancy. Long interrupts in cooperation have to be avoided.

Project management work will start with the definition of a risk register, which will be maintained and adapted throughout the whole project. Second, the overall form of the project plan will be defined based on the identified risks, the identified stakeholders, and the timelines of international activities. … I have to think on this … (maybe adaptation of DSDM) Third, a quality management plan will be drawn up, including a clear definition of in-between products with affiliated quality goals and milestones to achieve them. The quality management plan will be maintained and adapted throughout the whole project. Only then we will make the resource management plan. The overall estimate for the resources needed is about 13 person years, that is about two million Swiss francs plus 600'000 Swiss francs further costs.

The key success for this project will be a good concept for selling the project to all the different stakeholders with different perspectives. It is absolutely critical, that we provide a visual representation of the project plan, which reminds all stakeholders of the project essentials and which enables them to clearly relate themselves to the project (by identifying their interfaces to the project). In addition a stakeholder radar will be used to observe the positions of stakeholders and to steer communication activities dependingly.

7. Risks / Benefits Analysis

Our project obviously faces considerable risks and it is considerably expensive. These costs and risks have to measured against its expected impact, namely the reduction of growth risks to Swiss economy. Obviously, the latter decrease strongly depends on the outcome rather than on the mere output of the project. Our project structuring tries to maximize the value of outcome, but it is hard to pr ovide figures. Therefore, we shall confine ourselves to describing the froth risks themselves.

The IT coprolalie – and it is important to point out, that it is not a Swiss, but an international one as any coprolalie in Switzerland – does not hinder IIT itself to develop as a foundation for business execution. Rather IT hinders the use of IT professionals as asa a foundation for IT to develop as a foundation for execution. Bluntly speaking, there is little innovative business without innovative IT, and there is little innovative IT without creative IT human resources.

The activities of IFIP will lead to certification authorities in several countries, which will attract highly qualified IT workforce. Switzerland has to compete with these countries for human resources. It has to decide whether it wants to shape IFIP activities in part and to jointly establish a national certification authority, or whether it wants to copy other foreign initiatives with some delay, or wehether if it wants to stay completely aside.

Unfortunately, the lack of IT professionals is for Swiss economy even more critical than for.other economies, as Switzerland is one of the world leaders in IT usage. Based on IT usage, Switzerland has become a leader in the development of immaterial economy. Choosing the option to wait and see, how other countries will lack to the IT-HR shortage is therefore no promising option at all. If Swiss industry wants to further promote sustainable competitivity for both individuals ans enterprises, it has to deal with the problem.

In a concrete way RISKS and BENEFITS were already evocated in a first round, namely :

RISKS – 1ère évaluation à caractère général – à personnaliser selon avancement de la définition du projet.

Risque fondamental

Conséquences de l'échec du projet

Risques économiques

Définition insuffisante de l'objectif d'IP3

Y a-t-il déjà une expérience semblable qui ait été conduite (Suisse, UE)

 Risque du partenariat auquel il pourrait être fait appel (EPF, Universités, autres HES, etc. …)

Risques externes non maîtrisables (contraintes)

État, cantons, lois, règlements, fédéralisme, lobbies

Effets indirects du projet sur d'autres filières

Risques internes au projet non techniques

Humains, organisationnels

Non maîtrise des coûts et des délais

Défaut en ressources

Risques externes maîtrisables

Marché identique ou proche, concurrence (voir risques économiques)

Risques sociaux-politiques

(voir risques externes non maîtrisables)

Risques techniques

Adéquation aux conditions locales (pays, région)

Degré de novation et de complexité

Risques légaux

Contrats

Brevet, marques, logo, licences, …

Autres risques (peut être développé sur demande et selon besoins) - Check-list

Risques liés au type de structure

Risques décisionnels

Risques hiérarchiques

Risques comportementaux des intervenants

Risques liés à la capitalisation du savoir-faire

Risques de détection tardive des informations

Risques de diagnostique erroné

Risques de réponses inappropriées

Risques pays

Risques clients

Risques produits

Risques de la négociation contractuelle

Risques fournisseurs

Risques en cours de réalisation

Risques liés à l'image de marque

Risques de dommages à des tiers

BENEFITS – 1ère évaluation à caractère général – à personnaliser selon avancement de la définition du projet.

RENEFIT

Filière et diplômes reconnus internationalement

Niveaux certifiés et reconnus des étapes de formation

Éducation adaptée aux spécialisations à venir

Certification body dans chaque pays ou même par spécialisation majeure (I-CH ?)

Échanges de personnels internationaux facilités (équivalence des formations et du perfectionnement)

Représente One Voice for ICT (ICTswitzerland)

Leader in the immaterial economy

Promotion of LLL

Promotion of sustainability, perennity and competivity for individuals and enterprises

Follow-up of the evolution of ICT

8. Communication over the period for the Project RR

Communication will be the critical virtue of the project. It is important to establish a two-way communication between the project team and the stakeholders of the project. We shall use several different institutes and communication paradigms:

- **Traditional one-way mass media information** – this requires dedicated JRM (journalist relationship management) and a professional pre-production of contents for the mass-media. Targeted media are TV, Radio, NZZ, Tagi, …. french …., Weltwoche, … French … Computerworld, Infoweek, Netzwoche, and . … …
- **Two-way communication relationships with key stakeholders and its representatives**, respectively with opinion leaders in politics and industry
- **Many-way Web 2.0 networking and discussion fora**
- **Project presentation** at the annual ICT Networking Party
- **Cockpit-like presentation** of the project process to the steering committee **and semi-annual workshops** with the steering committee, to obtain feedback from its members

9. HR + "Grob" budget

There will be a project team, responsible for project work, and a project steering committee, responsible for supervising and steering the project work.

The steering committee will consist of representatives of ICT Switzerland and of other major stakeholders of the project. It will meet twice a year to evaluate the project success and to discuss steering and PR activities.

The project team will consist of IT experts, management experts, and communication experts. It will include the following role holders

- Project leader (experienced in leadership of multi-disciplinary teams, with both Swiss and international work-background)
- Coordinator with IFIP (with a broad IT-related knowledge background and international experience)
- Project architect, responsible for architecting the landscapes and the mappings between them (with a broad IT-related knowledge and practical modeling expertise)
- Communication experts (with experience in stakeholder communication for innovation programmes and at least a good general understanding of the IT business)
- Researchers responsible for work package contributions (with both practical and theoretical knowledge background in informatics, information management, and teaching)
- Administrative assistant (able to communicate in German, French, and English)

The project work will include investigation, research, design, validation, and communication work. Depending on the stakeholder groups and their involvement into the project, communication will include interviews, workshops, meetings on an international level, media communications, communication through events, traditional Web and Web 2.0 communication. In addition, the project success will be reported to the project steering committee. For this purpose, both a traditional milestone reporting referring to the work programme and a cockpit reporting referring to various critical success dimensions will be performed.

The project will take 3 years and it will require approximately 13.5 person years work. Costs may be estimated as 2'000'000 Swiss francs for human resources plus 600'000 Swiss francs for other costs.

Therefore, the cost-benefit ratio will be 2.6 million Swiss francs investment for securing sustainable growth of Swiss economy through both an increased attraction of the IT business for young people and an easier recruiting of foreign experts.

10. Partners and Sponsors

The success of the project will essentially rely **on partners** and **sponsors**. **Partners** will provide expertise, PR work within their communities, and human resources. They will play an active role in the project. **Sponsors** will provide the financial resources needed. They will play mostly a passive role in the project, except for very special activities. **Both partners and sponsors will further provide reputation to the project. They will thus increase trust and confidence among all stakeholders.**

Potential examples (to be sorted and completed after contacts during the elaboration phase of the full Project) :

SwissRe	Raiffeisen	SECO
Nobel Biocare	La Poste	BBT / OFFT
Novartis	Bilan	KTI / CTI
Roche	Bilanz	BAKOM / OFCOM
Richemond	Le Temps	SBF / SER
Nestlé	NZZ	EDK / CDIP (SKIB)
Synthes	Bedag	SIK (?)
Crédit Suisse	Infomaniak	…
Adecco	Oracle	…
UBS	Hasler Stiftung	
Swisslife	Google	
Bâloise	Microsoft	
Swisscom	SBB / CFF	
Postfinance	Coop	
ABB	USAM	
Holcim	Trade Unions	

Zurich	SAP
Julius Bär	Novotel
BCV	Swatch
Banque Migros	Clariant
Economiesuisse	Syngenta
Avenit Suisse	Hublot
IBM	CISCO
SUN	SUNRISE
…	…

11. Conclusions

The Task Force IP3-CH hopes at the Vorstand ICTswitzerland on 19th of June to :

1. **present** the Draft Project IP3-CH
2. **promote** a discussion and collect suggestions among members of the Vosrtand
3. **receive** a green light (mandate) for elaboration of A full Project for Fall 2008.

RM/17.06.2008