

IAPetus



Quarterly Bulletin For the Institution of Analysts & Programmers

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The Professionals

I would like to share the following true story with you. Back in the 80's, when I had just started programming, I tendered for a "stock control system". It was a single user system that was to run on 80286 computer with 1 MB RAM and a 40MB hard disk. At that time, this computer (and specifications) depicted a really fast and powerful computer. I had already written a similar system and with a few modifications to an existing the WordStar document, I tendered for the product. I was short listed. During the selection meeting I was given the clear impression that the company liked my specification the most, but that unless I was willing to drastically revise downwards my price I could not be selected. The lowest bidder was charging about a quarter of what I had asked. To cut a long story short, I turned down the suggestion and, as I had imagined, didn't get the contract.

I must admit that I did spend a few days wondering how some people can break even at the prices the company had mentioned (which I assumed were true). Even though I was a beginner, I couldn't work out how a veteran (I somehow assumed that the person who got the job was an experienced pro) in this field could manage to go down so low.

A few months later I was contacted by the company. They had hit a wall with the original programmer and he had left. Now besides installing my system, I was also commissioned to attempt to read in the data that had already been keyed into the computer. When I looked at the source program I discovered that it had been written in GW-BASIC. There is nothing bad in using GW-BASIC as every person has the choice of

language s/he uses and I do believe that both an accounting package and a CAD program started life as BASIC programs. The shocking bit was that the core programs had been copied (many a times without changes) from various sources with little unstructured code patching everything together. I can confirm that the program came from example programs in the GW-Basic manual of Olivetti computers and a GW-Basic programming book. As I later came to discover, when the company requested some enhancements the person refused to make them saying that he had sold them a system and that's that.

What is the difference between a doctor, lawyer, accountant and a software development person (SDP)¹ which for the purpose of this article are being limited to programmers and analysts? The first three are professionals, the last one isn't. According to my dictionary a profession is:

- a) an occupation requiring special training in the liberal arts or science;
- b) the body of people in such an occupation;
- c) an avowal.

Beside the points listed above I would also like to add that I consider a profession to be something that is backed up by the laws of the country in which the profession is practised. The system recognises the profession and stands to protect it.

The first three jobs have code of ethics and a legislative framework and have acquired instruction in the area of their expertise. Being professionals, they have bodies that bar outsiders from doing the job without having first obtained the

necessary qualifications. With many professions the laws even extend to block out similar professionals from other countries from practising locally without first being accepted. On the other hand, in software development environments, this type of framework simply does not exist because the profession is not legally recognised. And since there is no recognition, bodies such as IAP have a tough task attempting to build and maintain the respect of the industry. Since there is no formal recognition, there need not be any mechanism to ensure that only those capable of dignifying the profession will be allowed to practice. The person mentioned at the beginning can become a programmer just like the person who spent 3 years in

Continued on Page 4

Inside this issue

Editorial, Elections	2
Director General	3
Professional Systems	4
New Fellows	5
Members' News	6
IAP Books	7
Millennium	8

It's getting cold.... I hate winter! Aside from that, what is going on? There is a dreadful tendency, which I am sure you have all noticed, to be more interested in finding who to blame for a problem than in working out how to either fix the problem or ensure that it cannot occur again.

How many times have you had to deal with an irate customer who is more interested in going on about what went wrong in the past than discussing what he'd really like the system to do and ways in which to persuade the beast to do it. For a long time I have always believed in 'Fix problems not blame' and I'd recommend that as a motto to all of you.

Rumours abound that some folk would like to use the 'Year 2000 problem' as an excuse to force some kind of registration or licencing upon the computing profession – just as solicitors require a practice certificate, doctors have to be registered with the General Medical Council and so on. This could be both an opportunity and a threat to organisations such as ourselves.

An opportunity, in that as an already-established professional body, we could play a part in any 'umbrella organisation' set up, and also could argue that membership of the Institution indicates a competent professional with a Code of Practice to abide by. A threat in that as there are several interested professional bodies, we need to make sure that the IAP's position is maintained in the face of attempts by any other

group to claim that their qualification is the only one; and in making sure that any provisions made are rational and beneficial to both the professionals themselves and to those who employ them, not merely some half-baked and expensive rubbish foisted on us by the politicians.

So what do you, the members, think about this? My personal opinion is that if any such system of licencing is to be brought in we need an 'umbrella organisation' much like the GMC or the Engineering Council, in which all relevant professional bodies such as the IAP and the British Computer Society, perhaps also representatives of engineering, accountancy and management professionals, are involved. If members of the profession itself can work together and show the rest of the world how responsible we are, it can only do us good, improving the whole image of the computing profession. I'd like to hear what you think, however – is there any need for some kind of professional registration? A need for a means of redress other than through the civil courts when a slipshod piece of work is presented as a finished product?

Enough of such things. The advertising of expensive toys on TV and the presence of things like mince pies in the supermarket tell me that Christmas is approaching. Have a good time, everybody, and see you again next year.

Megan C. Robertson

FREE LEGAL ADVICE

Up to half an hour's free telephone advice per problem on legal aspects of IAP members' work in Information Technology, from solicitors in a top international law firm.

Does not include writing letters, or considering documents sent through the post.

Special rates quoted for IAP members on any kind of legal work.

Call Mark Snelgrove on 0115 950 0055, or Selva Nadu on 0171 404 1546, at Browne Jacobson.

Council Elections – Nominations for election in 1998

The constitution of the IAP provides for a governing Council of fifteen elected members. Each member serves for 3 years, five members retiring and five new members being elected every year.

We are now calling for nominations for the five Council places which become available on 1 June 1998. Only Fellows or Members of the Institution can stand for the Council, but all members including Associate Members are entitled to make nominations and to vote in the elections.

Each member can nominate up to five people, because there are five vacancies to be filled. Nominations should be addressed to the Director

General of the Institution, saying who you are and who you wish to nominate. Nominations received after 31 January 1998 will be ignored.

Those thinking of standing for the Council should know that Section 4 of the Institution's Memorandum of Association states "... no member of its Council of Management or Governing Body shall be appointed to any office of the Institution paid by salary or fees or receive any remuneration or other benefit or money's worth from the Institution".

Members are expected to attend full meetings of the Council three times a year – this may increase to

four over the next year or so. The Institution does not normally pay expenses, but considerable effort is made to minimise the cost to Members.

Meetings are held in varying locations to suit the convenience of those Members attending, and wherever possible the Council's business is conducted by letter, telephone, email or fax.

So, if YOU have ever thought "I could do better" or even "I have some ideas on how this mob could be run", why not put your hat into the ring. The next issue of *IAPetus* will carry details of all those offering their services, and a voting card for the election.

The Director General writes

Many thanks to those who responded to our call in the last *IAPetus* for volunteers to swell the (extremely thin) ranks of the Education Committee.

Two more members have been co-opted, Robin Jones who lives in Kent and Constantin Papzissimou, who unexpectedly lives in Cricklewood. Both have highly relevant professional experience in tertiary education. It is hoped that they will help us with the job of evaluating courses run by various universities and colleges in relation to the requirements for IAP membership. This is a vast and never ending task because courses are always changing, as IT itself changes and students' needs change.

It may be because the colleges are always struggling to keep up with this rapid pace of change, that our more established members who have got into a position where they recruit IT staff can say "colleges don't teach students the right stuff". It must take a year or so to devise a new syllabus, get it approved and then publicised sufficiently before the first student can even be signed up. Then another two or three years for him to qualify? Possibly even longer if the chap is studying part time. A lot can happen in IT over that kind of period.

Despite these problems, the Institution is looking seriously at the possibility of introducing its own Diploma course. This highly practical course, pitched around

ordinary degree level, would aim to teach students what they need to know to get a job and establish a career in IT. Students would get a proper all-round grounding in programming and analysis, so that they really understand the subject and can adapt to new techniques as IT changes.

The Diploma would not qualify holders for immediate IAP membership. We are more than ever convinced that only working experience can provide the final top-up of all-round skills and knowledge that forms an essential part of any true professional. This is an unpopular view with some more establishment-minded bodies, who are trying to sell the idea that a professional is a man with a master's degree. In the IAP we prefer to listen to the employers. They are a hard headed lot – what do they look for when they are hiring staff? The Institution is building a quality membership; our members are the people industry fight to employ.

If you want to be really successful of course it's no good just working. We have recently received some extremely interesting books on career matters, written by a lady called Sarah Berry, which have been avidly studied by various members of the IAP staff. Details of all four of the books are listed elsewhere, but the one which particularly interested me was *How to be Headhunted*. When Virginia Luckett read it she was

headhunted within two days! Perhaps it would work for me.

It was a warm Autumn day. I had an afternoon off, and decided to have a quiet read in my office. You never know – there might still be time to salvage my career. But as I read I realised how much ground there was to make up. The section 'Attitude, Appearance and Fitness', for example, might have been written with me in mind – as a horrible example of How Not to be Headhunted. Somehow I'd got to smarten up. Determined to at least take the first step towards rehabilitation, I reached desperately for my Institution tie. Then I realised how silly it would look with shorts and sandals!

Seriously, for those of you who are not too far along the primrose path to hell, these books – particularly the headhunting one and *How to Plan your Career* – show how you can rise above the humdrum grind of working just to make money. Now is the time to begin working towards those more ambitious personal goals, while the industry is booming and there are plenty of choice employment opportunities.

Last Christmas I told you 1997 would be a vintage year. I see no reason why our prosperity should not continue now through 1998 and to the Millennium. Season's greetings to you all.

Mike Ryan

Mistakes can cost £Millions!

We all make mistakes! It is a fact of working life that no matter how good we are, or think we are, at our jobs, none of us are infallible and mistakes happen. Most of the time they are small, insignificant mistakes which are put right immediately but there are others that can go undetected and can lead to problems which are expensive to rectify.

In forthcoming issues of *IAPetus* we will be serialising some examples of claims for professional negligence against IT professionals which will range from the spectacular where millions of pounds were involved to the more common cases affecting smaller firms. *They are all factual!*

We start off the series of claims with the following examples:-

1. Relational Database System – Salesman for computer company was unaware that the product he recommended was a hierarchical database. Also the data converted from an older system was not rationalised or indexed. Customer's reports and processes took days to execute on the system which was rejected. Losses in excess of £200,000.

2. Logistic System (Defective) – Patches or corrections functioned as viruses bringing the whole system to a halt. Business interruption losses were in £millions.

GET PROTECTED!

Information Technology is the youngest member of the Professional Services and is growing fast. Older professions such as Accountancy and Law have been aware of the dangers of professional negligence for many years and so to protect themselves and their clients, professional indemnity insurance has long been compulsory.

For a quotation or free and helpful advice on your liabilities arising from professional work write, fax or 'phone **Mike Burdon** at the IAP's Insurance Advisors, Insurance Management.

Tel: 01392 257942

Fax: 01392 422036

Address: 3 Northernhay Place, Exeter, Devon EX4 3QE.

Professional Systems Personnel Ltd.

I agree with David Wilkinson of ICOM Solut3ions (see 'The Agency's Tale' in IAPetus #23) that all agencies must represent themselves, their clients and their candidates in a very professional and ethical manner.

Unfortunately there are agencies in the market who do not act professionally and the sooner we can bypass these the better it will be. There are also agencies that do charge prohibitive margins and whilst some candidates do not see it as any of their business, someone has to pay!

At Professional Systems Personnel (PSP) we believe that it is unethical to charge high margins, it is, however, OK to charge a rate commensurate with providing a high level of service with some bottom line profit. Whatever the rates, everyone should know! Here's a brief resume of our background, standards and policy, which we believe emphasise our opinion that both candidates and clients should deal through reputable and well established agencies.

Alan Schofield, the Managing Director, established PSP in 1985. As an experienced IT contractor himself, Alan has always understood the things candidates and clients look for when choosing an agency. Three basic questions would be:-

Is the Agency a FRES Computing Division member?

Are the Agency's Recruiters knowledgeable about the industry?

What track record does the

Agency and its Recruiters have?

Since 1985, PSP has operated with competitive margins (maximum 15% contract and 17.5% permanent) and an 'open book' policy. We feel that candidates should know what margin an agency is working for before their details are submitted to the client.

This policy has resulted in continuous growth in numbers of contractors placed and ongoing investment in staff and infrastructure.

Four years ago, PSP achieved accreditation to ISO9002. We feel that accreditation to this standard provides both candidates and clients with an assurance that we will act in a professional and transparent manner when representing their interests.

PSP are members of FRES and take an active part in the Computing Division. The FRES Code of Good Recruitment and Practice can be found at : <http://www.fres.co.uk/cdcode.html>

We have recently been recognised by the IAP, and we feel that such recognition is important in building the confidence of IT professionals in the services we can provide.

PSP has always sought to recruit and train its Account Managers and Resourcers from a range of suitable backgrounds. Our sales teams include people who have experience of the IT industry from the client's side as well as those who bring to their role a

wealth of experience in recruitment. We have teams dedicated to both contract and permanent recruitment, who can meet the needs of small and large clients.

PSP expects to have, in early 1998, Investors in People (IIP) recognition, and is committed to ensuring that all staff have the training which will enable them to support candidates and clients in a professional, ethical and beneficial manner.

As a matter of policy, we *do not* send CVs to clients without having first sought the permission of the candidate. Our Account Managers will always endeavour to accompany candidates to interview, and will always provide as much information as possible about the client and the position concerned.

Whether successful or not, PSP believes candidates have the right to expect feedback from any interviews attended. We also try to ensure that successful candidates receive as much assistance as possible when settling into a new contract or permanent job.

We hope that IAP members will contact us to talk about how we can be of assistance to them. You can call **Tony Battersby** (Sales Manager) on 0121 706 7672, fax him on 0121 708 2727 or send email to : contract@psysp.co.uk

Further details of PSP, including a snapshot of opportunities, can be found on our website, <http://www.psysp.co.uk> - we look forward to being of assistance to you.

The Professionals - Continued from Page 1

university. What if the fake programmer in the first paragraph acted as a doctor instead? The medical profession would have been all over him. Through their medical bodies they would have ripped him apart using the legal framework, ridiculed him and made sure that his case be a lesson to others. The same goes with other professions. Yet he still lives and for all I know he could have sold this same program to a multitude of other victims.

In practically all countries, SDP output can be rated as one of the most determining factors to a company's current and future failures or success and yet in many organisations these people are stuck in the lower to middle management bracket. Why is this? Because these people are not

respected and are not considered as professional. How can one expect a company to respect SDP when a company can hire prospective clerks as junior programmers and prospective clerks can end up in software development without the knowledge, ability or true interest in computing. How can persons in software development be trusted if code is so buggy?

And whenever something goes wrong, blame it on the computer which is synonymous with the computer department. How many SDP feel that their trade is respected by others? While I have no statistics to back up my hypothesis, I believe that this is a very small number.

We should start thinking on the lines of making programmers and analysis professionals as accountants. These people perform a

task and are supported by a framework that restricts entry to the man in the street without the former qualifications. Today one gets hired as an analyst (maybe under the title of computer consultant) not on how good one actually is but on how good a talker the person happens to be. If the lucky recruit has the nerve to stick on during the initial stages where he is trying to figure out the environment without cracking up he has the necessary ingredients. If this **computer professional** can convince the employer who knows nothing about computers (but at least admits it) that the crap given during the initial discussions will soon come, his place of work is guaranteed. And if, on the face of it, he can eventually produce a solution that the person merits the title of computer professional. Given

Continued on Page 5

The professionals –*Continued from Page 4*

that the consultant is versed in the use of buzz words and create huge reports that are not understood ("but it is really thick!!") s/he might even be recommended. What's so funny is that all of this is legal.

Over the years, I've brought up the subject numerous times with many people, ranging from highly qualified and experienced SDP to those whose knowledge of computer exceed having heard of the term. Listed here are a list of points that are normally brought up against the promoting of analysts and programmers to professional status:

1. *What's so bad in a company using whoever it likes to toy about with its computer systems?*

The bad is that it harms other people in the industry and gives a bad name to software on the whole. It harms the employers because the additional costs entailed in utilising the services of the wrong people is equivalent to flushing money-down-the-drain. It harms a country because since now-a-days computers are an essential part of many companies and the government itself, each of which constitute a gear of varying size and importance in the national economic framework, inefficiencies in these cogs will translate to poor results in the entire machine.

Companies and the media trash the computer industry as being inefficient, producing only lousy code. Why can't I be like a an accountant. Why shouldn't my investment in education not only translate to a better than average wage but also provide me with the prestige of being a *socially recognised* professional. Why should the industry I work in (and respect) have to be regularly battered because a person who doesn't know a penny about computers and who doesn't have a idea of foundation topics like algorithms, analysis, good design methodologies and other "invisible" topics is gainfully employed in this field.

A recent article claimed that there are millions of lines written as late as the 1996 that are not Y2K compliant. Is it possible that the persons in charge of such systems did not anticipate that a turn of the century was around the corner? When the system goes wrong, the industry is blamed and not the folk who wrote the code. Some people who write programs for computers have never read one single book about the language they use, their knowledge is what manages to seep through from peers. Their code is unmaintainable at generation and corrective/enhancement maintenance may at times be so difficult that rewriting the programs from scratch is

sometimes more feasible.

2. *Computing spans too wide a spectrum to control.*

Even though in a conversation one may clarify that one is talking about programmers and analysts, a group of people whose job can be classified as:

- a) requiring a certain skill;
- b) being focused at the generation/maintenance of software;
- c) dealing with (and sometimes being virtually or physically close to) delicate, sensitive and crucial information.

There are people (many decision makers are included here) who group all those who stare at a monitor and produce anything from a computer in the same basket. Some people cannot distinguish between program users and program makers. The artists at Disney who use computers to generate the fascinating cartoons we get to see annually are artists and not computer professionals, and while these people might be very talented and very good at utilising certain programs to create unique and fascinating output, they might not know one line of coding. While this might be crystal clear within computer-literate circles, explaining it outsiders is normally a tough task. Check out if your neighbour's son has recently acquired a computer and chat up your nearby resident on the subject; "my son is really learning the computer, he goes late into the night and prints all these nice pictures and has a game and he is now off to a word processing course and ...".

The media doesn't help either. It regularly puts computer users in the same bowl as SDP. Many of the errors inside a computer are user errors and have nothing to do with either the software or hardware (and the folk being them). For example, if something goes wrong because the clerk in front of a program enters an inaccurate (but valid time) why should everybody point their finger at the computer department. Someone told me that in some companies it has become semi-official policy to blame as much of the company's inefficiencies on the computers and peripherals; "The computer broke down", "we ran out of toner", "there is a bug in the program", etc., etc. If this is true, can we stoop any lower?

3. *Computing is too new a subject to formalise?*

What does age have to do with whether one formalises SDP into a professional group? Today there is an educational framework, and there is (or should be) an understanding of how important this

Continued on Page 6

New Fellows

We are particularly pleased to welcome the following members who have been admitted as Fellows of the Institution since IAPetus was last published:-

Christopher Galley BA MA

A programmer whose early work with Ferranti, interspersed with degree and research work at Cambridge in the mid-eighties, has led to a distinguished career as an IT consultant, mainly in the financial sector. Short periods with Lazards and Sothebys was followed by four years as Development Manager with Quantec Investment Technology. A further two years with Anthony Cook Associates led to the setting up of his own consulting company, Cedalion Ltd., in 1995.

Andrew Gardner BSc(Hons)

Qualifying in 1984 Andy Gardner was initially employed on defence work by Marconi. But a contract with Reuters in 1989 marked a change of direction into the financial sector which is where he has made his career. Currently on contract with Natwest Markets, he has worked with SBC Warburg, International Petroleum Exchange, BT, Schlumberger and Eurocontrol.

Peter Heathcote BSc

A programmer who has developed a versatile career since joining IBM on leaving the Navy in 1967. IBM was followed in 1971 by ten years at Information Technology Ltd., and shorter assignments including two years at Research Machines (Oxford). Since 1994 he has been with Frank Graham Consulting Engineers Ltd.

Stephen Sabellini MBE

Joining the services as a military accountant in 1977, Stephen Sabellini quickly rose through the ranks, developing his interest in IT and his programming skills over a 14 year period. In 1991 he was appointed Systems Development Team Leader at MOD Worthy Down, a post which he holds to this day.

Even more junk

In recent months the volume of mail members receive from the Institution has been increasing.

This trend is likely to continue as a direct consequence of the IAP's drive to extend its services. It has, however, lead to some expressions of concern, as a result of which we feel obliged once again to set out the IAP's policies on mailing.

1. The Institution *never* releases its membership list to outsiders. The only exceptions to this are the organisations which work with the IAP to provide services to members, their use of the list being restricted to what is necessary for that purpose.

2. We will only circulate material for other organisations if:-
- we believe it will interest some IAP members.

- it does not cut across the interests of the Institution.

- it is sent to us for labelling and mailing by Institution staff.

- they compensate the Institution, either by paying us a royalty (usually 30p per name) or in some other way.

One or two people have asked if they can be cut off our 'junk mailing' list, but we do not have one. We don't mail junk, only stuff we believe will interest some of our members somewhere. Unfortunately there is no way of selecting those people: we don't know who they are. So to help them we have to mail everyone.

The Professionals –

Continued from Page 5

type of work is? Forty years ago this might not have been true but today I don't see why such a claim should hold.

4. *In a dynamically changing world of computers it is difficult to establish a profession for the analyst and programmer.*

This is not correct because all professions are now changing at a rate never experienced before. For example, not all architects use CAD, but they still are professionals. The techniques they may have learnt might have changed, but no one tells them that as from a particular date all architects who graduated before a particular date are no longer part of the profession. The computing profession should be no different. Besides one of the responsibilities of a professional is to stay up to date with the latest (legal and operational) practices and normally professional bodies are set up to assist members in

this way. An organisation such as IAP already has the framework to accomplish this task.

5. *There are people who are naturally talented, more than the qualified duds.*

It is very true that there are people who are talented, but this occurs in practically all disciplines. I know many small businesses (sole traders) who are extremely versed in maintaining their own accounts, but this doesn't make them accountants. The same should apply to the computing sphere. Another point worth noting is that a profession normally necessitates more than just an ability in one (highly visual) area. There are many hidden criterion that differentiate a professional from a talented person. Besides for every one genuinely talented person how many downright inefficient people pass through? And what is all this costing?

6. *Computing is an art, and great artists are not necessarily the most*

educated, their talent is what counts.

First of all, I don't believe that analysis and programming are as artistic as some people try to depict them. In fact most of the people who claim that programming is an art are those who have never learnt about the various methodologies and tools that one can apply in the course of a job. Logic in itself is anything but an art. Good programming style may be considered by some as an art, but in reality all code should be written in a way and manner that makes it easy to maintain. Besides, from the history I've followed, I am of the impression that many of the great artists were tutored by equally famous masters.

1 In the text SDP can either mean Software Development Person or Software Development Persons and the reader is expected to adopt its meaning in context.

Continued in next issue.

Free Ties For All

We would remind members that the offer of a free tie for anyone sponsoring a new member is still open.

This is a good deal for members but it's a specially good deal for the IAP. If our 3,000 existing new members introduce 3,000 new ones we have to give away 3,000 ties but, with a bit of luck, we sell 3,000 as well!

Institution ties are available in two plain dark colours, Oxford blue and burgundy. The ground material

is good quality silk in a fine jacquard weave, with a subtle all-over shadow pattern of the IAP motif woven into the cloth. Ties are lined, and carry the IAP Coat of Arms woven in full colour in the under-knot position.

Ties are available from the Institution office, the normal price being £20.00 each including VAT. Cheque with order please, or pay over the telephone by credit card. Receipted invoices will be sent with your order.

PROFESSIONAL INDEMNITY INSURANCE

"We believe that all those who work as consultants, freelance analysts or programmers should protect themselves

by carrying Professional Indemnity Insurance as a matter of principle"

General Accident offers a truly comprehensive policy at special advantageous rates for IAP members.

Details of basic cover from the Institution office, or contact the specialist broker who is administering the scheme for the IAP

Mike Burdon, Insurance Management, 3 Northernhay Place, Exeter EX4 3QE Tel 01392 57942

The following books may be ordered directly from the Institution. Either send a cheque with your order or telephone 0181 567 2118 and read us your credit card details. Prices below include packing and postage. The Institution will mail you a receipt, and you should receive books directly from the publisher within 10 working days.

GTI IT Business Journal £9.00
Graduates in Industry.

This is a glossy 100-page A4 publication,, sponsored by large companies and aimed at newly fledged graduates of all disciplines who are thinking about a career in IT. Probably a bit beneath most IAP members but could interest younger family members and friends. Contains real case histories of graduates working in a variety of IT jobs. Opens your eyes to the possibilities.

Finding a Job in Computers £12.00
Stephen Harding

Again aimed principally at the school-leaver or career-changer, but most of our younger members would probably find something useful in this book. Mr Harding emphasises the importance of developing practical skills. He advises how and where these skills may be acquired, then goes into the process of getting a job, step-by-step. There are 14 pages of useful address at the back!

How to Write and Sell Computer Software £12.00
Stephen Harding

Most IAP members can manage the writing – it's the selling part that's tricky! This book gives step by step instructions on how to fill the yawning gap between that sudden flash of inspiration in the bathtub, and the happy day when you cash the client's cheque. Simple stuff, and obvious perhaps, but it is hard to believe you could follow all the

advice in this book and still fail to make a sale.

How to Plan Your Career £7.00
Sarah Berry

You may feel your career to date has followed a random path, completely determined by a hounding posse of agents, employers, wives and bank managers. But you may be on the road to a Damascus-style conversion: this book could change your life. It sets out the notion that careers can be planned. All our younger members should read it. Even for those of us who have already screwed things up and run out of time, it makes fascinating reading.

IAP Books

Write a Perfect CV in a Weekend £7.00
Sarah Berry

It is hard to think of any better way to improve your career prospects in a single weekend. Most members will be familiar with the industry standard type of CV, but this book deals with the subject on a much wider front. It explains the approach you will need if your career is to advance into fields where mere technical competence is not enough. It deals with covering letters and other peripheral matters. It also has suggestions for dealing with those difficult situations, such as hard-to-explain blank patches and bizarre changes of direction.

Win the Job at the Interview £7.00
Sarah Berry

If you get an interview, it means the employer wants to give you the job. He just needs to convince himself you are the right person for it.

In these circumstances it is crazy to just stonewall the questions: if you can sell yourself the job is yours! Interpersonal skills may not always come easy to people who are happiest dealing with computers, but they are essential weapons in the armoury of every true professional. This book explains, in simple and practical terms, what each one of us can do to improve the way we put our messages across. This involves understanding the signals and motivations of the other person, and ensuring we give out positive signals of our own. This is a fascinating book: only our smoothest and most successful members could fail to learn something useful from it.

How to be Headhunted £7.00
Sarah Berry

This book is not just about getting headhunted, it is about how to become one of the acknowledged leaders of the profession. Why is it that some people become terribly well known, their opinions sought on every side, while the rest of us are stuck waiting for the call that never comes? The answer is that these people know how to promote themselves, and they work at it systematically. If you have already gained your FIAP and are wondering what to do next, this book is for you. It tells you how to build your public image by networking, writing articles, speaking at seminars and conferences, sitting on industry quangos, appearing on TV and many more. These things don't happen by chance. Get to it!

Marketing for the Expert Witness £20.00
Catherine Bond and John Leppard

This book was written principally to provide marketing awareness for consultants of all disciplines seeking work as expert witnesses. Many IAP members will find themselves involved in expert witness work at some stage in their careers; however, anyone selling a high-level professional service will find useful advice in this book. Many people accept that a product needs to be sold (see Stephen Harding), but feel professional people should be above that sort of thing. Catherine Bond points out that a professional service is a product. This is a book that will be best appreciated by more senior members who are establishing themselves as independent consultants, and perhaps hoping for some expert witness work. It is particularly good on the various ways of advertising and promoting the business, something a lot of people find difficult. It does not flinch from sensitive issues such as pricing.

GOING FOR A JOB ?

Belonging to the IAP improves your chances of landing that new job.

Let us have details of any job application which you are making, and - without making any reference to you - we will brief your potential employer on the IAP and the importance of IAP membership as an endorsement of members' qualifications and standing in the profession.

Call Mike Ryan or Nicole Edwards on 0181 567 2118
or fax 0181 567 4379

Mini-millennium bug strikes IAP early!

With suitably red faces, we must apologise to members who have recently fallen victim to a frustratingly hard-to-find bug in the Institution's subscription software.

The system had been working perfectly for a couple of years, and was judged a great leap forward from Nicole's post-it notes and knotted handkerchiefs. Then suddenly it started ignoring payments and gleefully clobbering the unfortunate members concerned with multiple demands!

It turned out that for this system the millennium – nay, the end of time itself – had struck after only two years. Nothing could exist beyond that point. Once a member had crammed in two years' subscriptions, further payments just bounced off!

Our software guru, Tony Vincent, assures me we have this sorted, and the problem will not arise in future. Problems relating to a few payments received between June and October this year should all have been sorted by the time you read this.

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Correspondence about the Institution should be sent to Charles House, 36 Culmington Road, London W13 9NH. Tel: 0181- 567 2118, Fax: 0181-567 4379, e-mail: dg@iap.org.uk., Web site: <http://www.iap.org.uk/iapdg>

Agency Update

The Institution has opened a database for members who would like their details brought to the attention of the Recognised Recruitment Agencies. This will help the Agencies themselves, and provide a new service for IAP members who regard themselves as in the market for jobs.

Ever mindful of the wrath some members can unleash on IAP staff, should we foolishly pass their names onto someone who might send them 'junk' mail, we don't hand the IAP Yearbook out to anyone. And this selected list will only be sent to Agencies on the strict understanding

that they use it for their own purposes, and do not pass the names on to time-share operators or double-glazing salesmen. If you would like your name added to the list, let us know.

We would also like to hear from members who have had good experiences with agencies. This is not as rare as you might think. We have made a good start with the agency scheme, but would like to build the numbers up to around thirty. If you know an agency you can recommend, let us know and we will invite them to join the scheme.

Subscriptions for 1998

From 1 January 1998 the following rates will apply:-

Fellow	£75.00
Member	£65.00
Associate Member	£55.00
Retired member	£40.00*
Student	£40.00

For members with normal current accounts in the UK it is cheapest and most convenient to pay by direct debit. Because it saves the Institution having to send letters when payments are due, we allow a £5.00 discount off all the above rates to members who pay by this method. Over 60% of members already pay by direct debit – forms may be obtained from the office.

Members who normally pay by

cheque or by credit card will receive letters of reminder when their subscriptions are due, i.e. on the anniversary of the day they were first admitted to the Institution.

Overseas members in particular may find it convenient to pay over the telephone by credit card (Mastercard or Visa). This saves the cost and inconvenience of purchasing sterling drafts.

* To qualify for the Retired rate a member must make application to the Institution, confirming that he is over 60 years of age, has been a member of the IAP for at least ten years, and is no longer working or available for work except on an occasional basis.

IAP GROUP PENSION SCHEME

with
The Equitable Life Assurance Society

Being a Member of the IAP members entitles you to join the IAP Pension Scheme on enhanced terms

Equitable life is one of the best known pension providers in Britain

whose consistent performance and low charges have kept it near the top of the industry's performance tables for a long period of years

Contact the Institution office for an Information Pack