

## Human Capital Management

# Skills Inventory

*people<sup>3</sup>'s Skills Inventory provides a quick and easy way to collect skills information from your IT organization. The Web-based Skills Inventory will help your organization develop a "snapshot" of resident IT skills, provide needed insight into critical skill gaps, and proactively guide training efforts for in-demand skill sets.*

### Objective

According to Gartner, the skills of IT employees, rather than available capital, will be the most limiting factor in the achievements of IT organizations through 2005. With most CIOs facing escalating demands on their organization, a proactive talent management program is a must in order to sustain or improve performance levels. And the foundation of any effective talent management program is an understanding of the existing skill sets that reside in the organization, as well as identifying those that do not exist.

To address this need, **people<sup>3</sup>** – the human capital management solutions provider at Gartner – developed the Skills Inventory, which provides a quick and easy way to collect skills information from your staff. The Web-based Skills Inventory will help your organization develop a "snapshot" of resident IT skills, provide needed insight into critical skill gaps, and proactively guide training efforts for in-demand skill sets.

### Approach

#### Step One: Understand Business Needs, Special Client Requirements and Requested Timing

A **people<sup>3</sup>** consultant will work with your organization to gain consensus on how the skills inventory and associated data is going to be used. Typical issues that need to be addressed include:

- What data needs to be collected to help your organization make the appropriate decision(s)?
- Which areas of the organization need to participate?
- How do you effectively communicate the skills inventory to the organization?

The estimated timeline to typically complete a project of this nature is six to eight weeks.

#### Step Two: Create Skill Categories and Skills List

Your organization will be provided with a master list of skill

### Key Issues

- Sourcing Decision
- Merger and Acquisition
- Training Budget
- Project Staffing
- Career Development

### Benefits

- Increase productivity by allocating the right skills to the right jobs.
- Maximize potential by finding hidden skills and talents in your organization.
- Realize savings by understanding training requirements.
- Avoid future skill gaps by forecasting skill needs.

### Deliverables

- High level overview of key findings with a summarization of collected data reflecting current skills/competency profile and associated proficiency level
- Recommendations for improving the organizational capability based on data findings
- Recommendations for implementation of a Skills and Competencies Management program
- Master Report – A list of all employees that participated in the skills survey, the skills and competencies that they possess and the level of proficiency that they have been rated for each of the skills and competencies
- Strongest 20 Skills Report
- Weakest 20 Skills Report
- Bench Strength Report – Display total proficiency for each skill with the skill that has the most participants

# Gartner

## Human Capital Management

# Skills Inventory

categories and over 1,000 skills. **people<sup>3</sup>** will work with the client to develop a final listing of specific skill sets relating to the client's needs. In addition, **people<sup>3</sup>** will work with the client to determine any demographic questions to include in the survey. This information can be used with the skill data to create a better understanding of the organization's human capital profile.

### Step Three: Reporting Requirements

**people<sup>3</sup>** will review the standard reports with you to ensure that they meet defined business needs. If custom reports are required, **people<sup>3</sup>** will create a draft report, review the draft with the client for approval, and provide the client with feasibility and time and cost estimates. An electronic copy of the skills inventory database will also be provided to the client.

### Step Four: Communications Templates

Several communications are sent out to the survey population. Typical communications include a pre-notification e-mail, invitation e-mail and instructions for Skills Inventory.

### Step Five: Project Administration

Participants receive an e-mail containing a link to the **people<sup>3</sup>'s skillpower™** Web site where they can complete their individual assessment. **people<sup>3</sup>** will provide a technical contact to support the project.

### Step Six: Management Report/Deliverables

**people<sup>3</sup>** will compile data and present findings to your organization.

### Step Seven: Client Satisfaction

Once the project is completed, **people<sup>3</sup>** will provide you with a client satisfaction survey covering the planning, administration and reporting from the skills inventory.

## Business Results

**people<sup>3</sup>'s** Skills Inventory will provide your organization with a comprehensive inventory of the skills and proficiency levels in your organization. The Skills Inventory reports can then be used to:

- Identify employees with the right skill sets for succession planning and project staffing purposes
- Support career development planning for your employees
- Assist in making the appropriate sourcing decisions
- Allocate training dollars to the most pressing needs

sorted first

- No Skill Report – Identifies the skills that show no proficiency for the organization
- Skill Category Report – Shows the proficiency levels by customer-specific categories
- Lowest Proficiency Report – Identifies the skills where only 10 percent of the participants indicated they had some knowledge
- Greatest Proficiency Report – Identifies the skills where 80 percent of all participants had some proficiency
- Missing Experience Report – Identifies the skills that have no one indicating they had Advanced or Expert level of proficiency
- Top 20 Advanced Report – Identifies the top 20 skills where participants indicated they have advanced proficiency
- Top 20 Expert Report – Identifies the top 20 skills where participants indicated they have expert proficiency
- Custom Report – One custom report with two selection criteria summarizing the skills by the selected group

