



Power UP

Best Practices for Skills Management

March 15, 2023

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Perspectives on Best Practices for Skills Management

A Little Background...



Simply put, the ability to characterize resource supply is an essential ingredient to effective resource management.



Designing, building, using, and maintaining an effective skills database is the #2 inhibitor to effective resource management.



60% report that their current skills database does NOT effectively support their business needs.

We have work to do to get this right

- Defining roles
- Defining skills
- Organizing skills
- Leveraging technology
- Ownership of the skills database
- Updating skills
- Validating skills and proficiency ratings
- Keeping skills in line with the business
- New demands for skills data to support employee engagement and DEI initiatives

RMI Recommended Practices For Skills Management

Key Concept: Consider the use of supply data as the way to create a common language for planning and discussing project roles and resource skills.

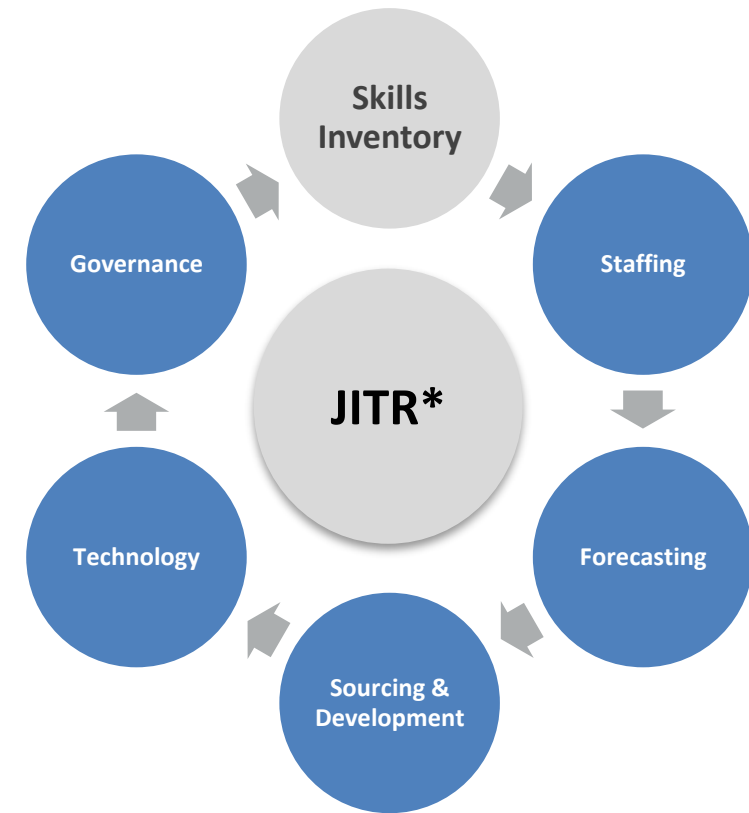
Establish a single normalized list of roles and skills across business units, departments, etc. Socialize the list with supply and demand.

Utilize technology (i.e. commercial PSA/PPM/RPM system) to house skills data. RMO take the lead and own the skills database.

Balance the number of skills needed to plan work. Organize skills into logical categories/subcategories.

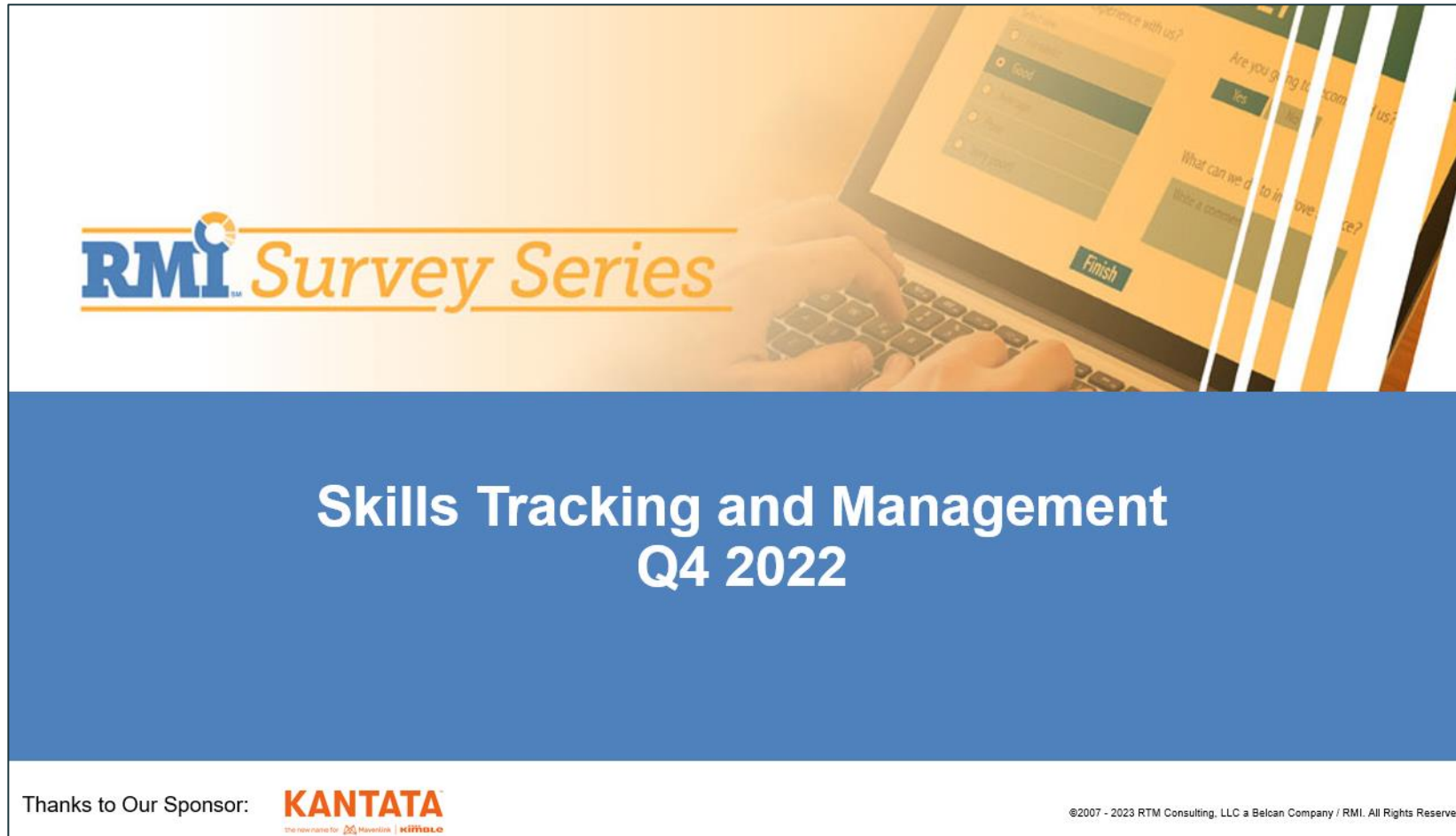
Utilize skills data to enable assignments, capacity planning, and assessments of team strengths / weaknesses in skill areas.

Establish policies and procedures to govern how skills are updated to stay fresh and in alignment with the needs of the business.



*Just-in-Time Resourcing®

What Does the Data Tell Us?

The image shows the cover of a report titled "RMI Survey Series Skills Tracking and Management Q4 2022". The top half features a blurred background of a person's hands typing on a laptop keyboard. Overlaid on this is the "RMI Survey Series" logo in blue and orange. Below the logo, the title "Skills Tracking and Management Q4 2022" is written in white on a blue rectangular background. At the bottom left, it says "Thanks to Our Sponsor: KANTATA" with the Kantata logo. At the bottom right, there is a small copyright notice: "©2007 - 2023 RTM Consulting, LLC a Belcan Company / RMI. All Rights Reserved."

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Skills Tracking and Management Q4 2022

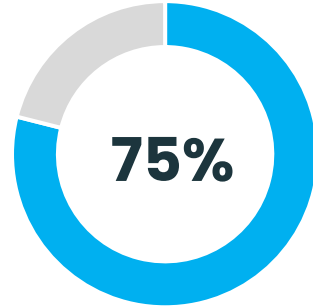
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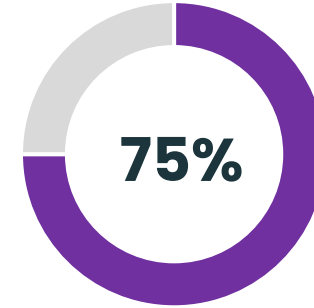
<https://resourcemanagementinstitute.com/rmi-market-research-skills-tracking-and-management-2022/>

RMI Data on Skills Tracking and Management

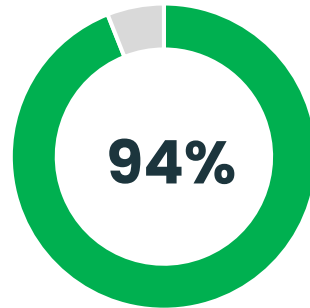
How many skills should we have in our skills database? 75% have less than 200.



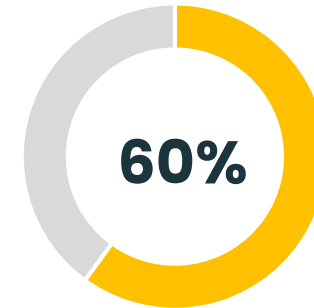
Who should update skill proficiency ratings? Employees themselves! 75% are doing this today.



Where should we house skills data? 94% utilize some form of technology with the majority using a commercial PSA/PPM/RPM tool.



Should we validate employee skill proficiency ratings? YES! 60% have managers or SMEs validate ratings.



Three RMI recommended practices for building and maintaining an effective skills database were confirmed with this survey:

- 1) Defining skills by role
- 2) Regular skills updates by employees
- 3) Processes in place to ensure proper validation of employee skills data by management or SMEs

* Data from the RMI's Q4 2022 Research Report on Skills Tracking and Management.



Skills Management: Observations from the Field

Debra Olson



Senior Principal Consultant, RTM Consulting

- Specializes in Professional Services operations, global resource management and PMO

Formerly Senior Manager, Consulting & Professional Services for Convergys

- One of the original members of the Consulting & Professional Services Group
- Responsible for leading many high-profile consulting projects
- Led many practice development initiatives such as defining new service offerings, developing methodologies and designing & implementing the group's knowledge management process.

Previously Manager, Strategy and Planning with Commerce One

- Provided strategic guidance to Fortune 500 companies on how to redefine, rebuild and significantly enhance their Internet Channel.
- Developed comprehensive Business Strategies that aligned channel initiatives with overall organizational objectives

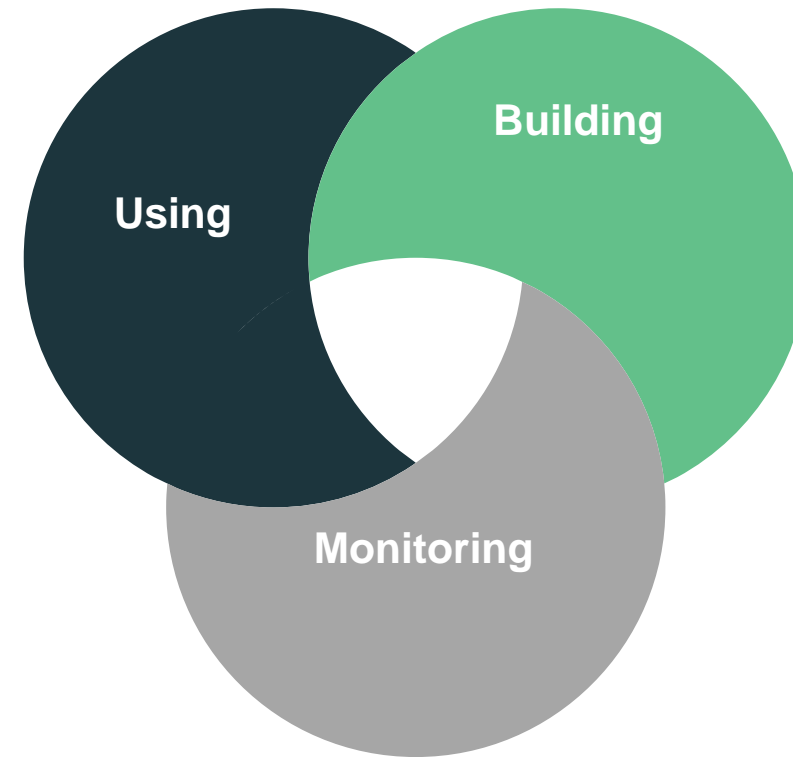
Previously Sr. Consultant with BearingPoint (formerly KPMG Consulting)

- Worked on process improvement and change management projects

MBA from the Montclair State University w/ an International MBA Certificate from Groupe Ecole Superieur de Commerce; BS in Communications from University of Texas (Austin)

The Road to Strong Skills Management

When looking to define and implement a strong skills management process, breaking it into 3 components ensures all aspects needed are taken into consideration.



Building a Useable Database



01

Defining the working relationship between the RMO and Delivery is key. RMO is the steward of skills management, but delivery determines the skills needed to ensure successful projects.

02

Have a critical eye when determining what skills to include. They should reflect what the business needs not necessarily what employees can do.

03

Some skills necessitate a different scale and/or description. A one-size-fits-all proficiency scale may not work – don't be afraid to shy away from the standard one-word descriptor.

“Roles and skills are essential ingredients to creating a common language for discussing supply and demand”

Best Practices

Establish a single normalized list of roles and skills across business units, departments, etc. Socialize the list with supply and demand.

Balance the number of skills needed to plan work. Organize skills into logical categories/subcategories.

Optimizing the Use of Your Skills Database



01

Don't underestimate change management when deploying your skills database out to the organization. You need buy-in to be successful.

"A skills database can be a powerful tool for a resource manager."

02

RMs that use their skills database to bridge knowledge gaps can identify the right resource faster and build stronger alignment with Delivery

03

Don't rely on skills data just for tactical staffing purposes. Be strategic to assess organizational skill gaps.

Best Practice

Utilize skills data to enable assignments, capacity planning, and assessments of team strengths / weaknesses in skill areas.

Monitoring is Key!



01 Once your skills database is live, don't make the mistake of leaving out how you will ensure new employee's skills are captured.

02 It's not good enough to simply define and roll out compliance processes. A process is only as effective as the governance around it.

03 Recognize that skills will change overtime. As the organization changes your skills inventory may need to change too. Too often companies build it and forget about it.

“A Skills Inventory is only as useful as it is accurate and up-to-date.”

Best Practice

Establish policies and procedures to govern how skills are updated to stay fresh and in alignment with the needs of the business



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Q&A

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