



Power UP

Skills Management: Mission Critical to Effective Project Delivery

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The RMI will provide the RM community a vehicle to advance the discipline of RM, and further the interests of the people who make up the RM community and the companies they work for.

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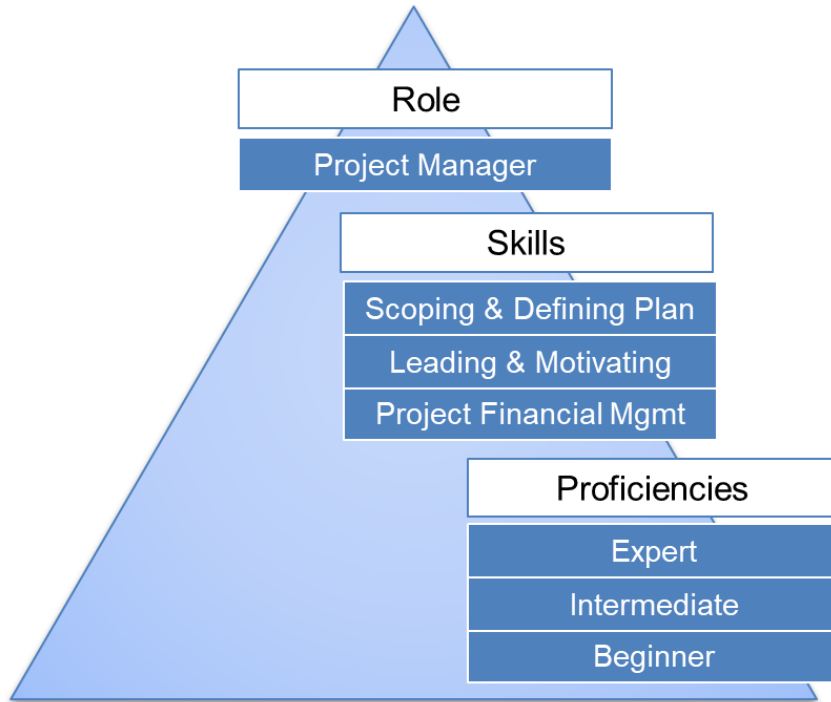
Skills Management: Mission Critical to Effective Project Delivery

Resource Management



Just-in-Time Resourcing® (JITR) is the capability to facilitate getting the Right Person in the Right Place at the Right Time

What is a Skills Inventory?

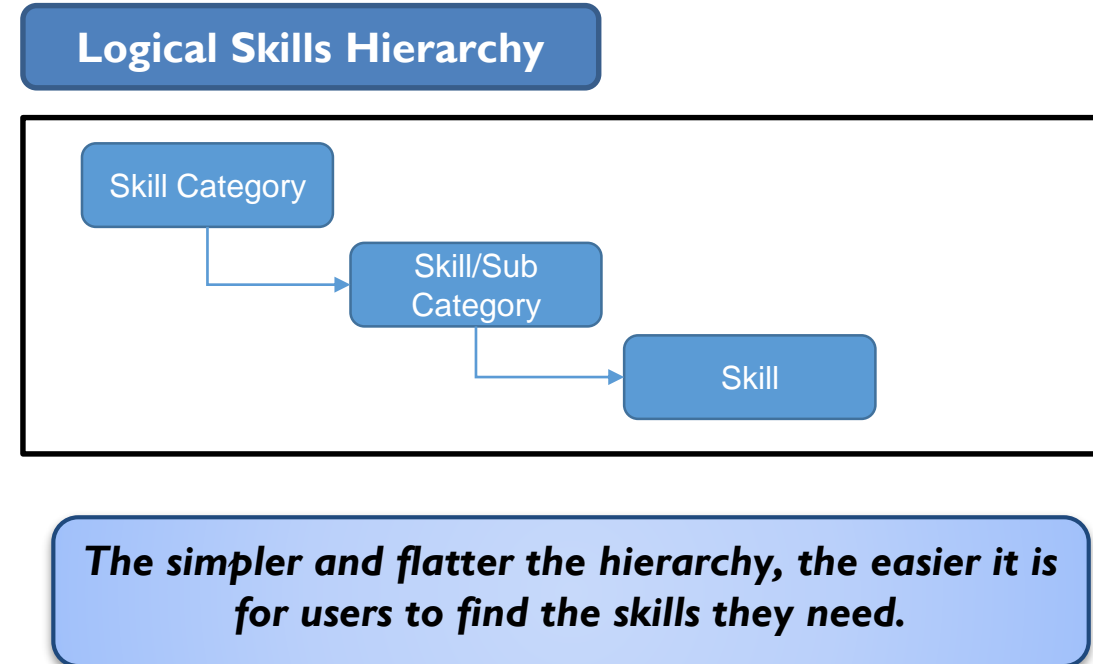


A Skills Inventory is a comprehensive repository that enables us to characterize our resource supply:

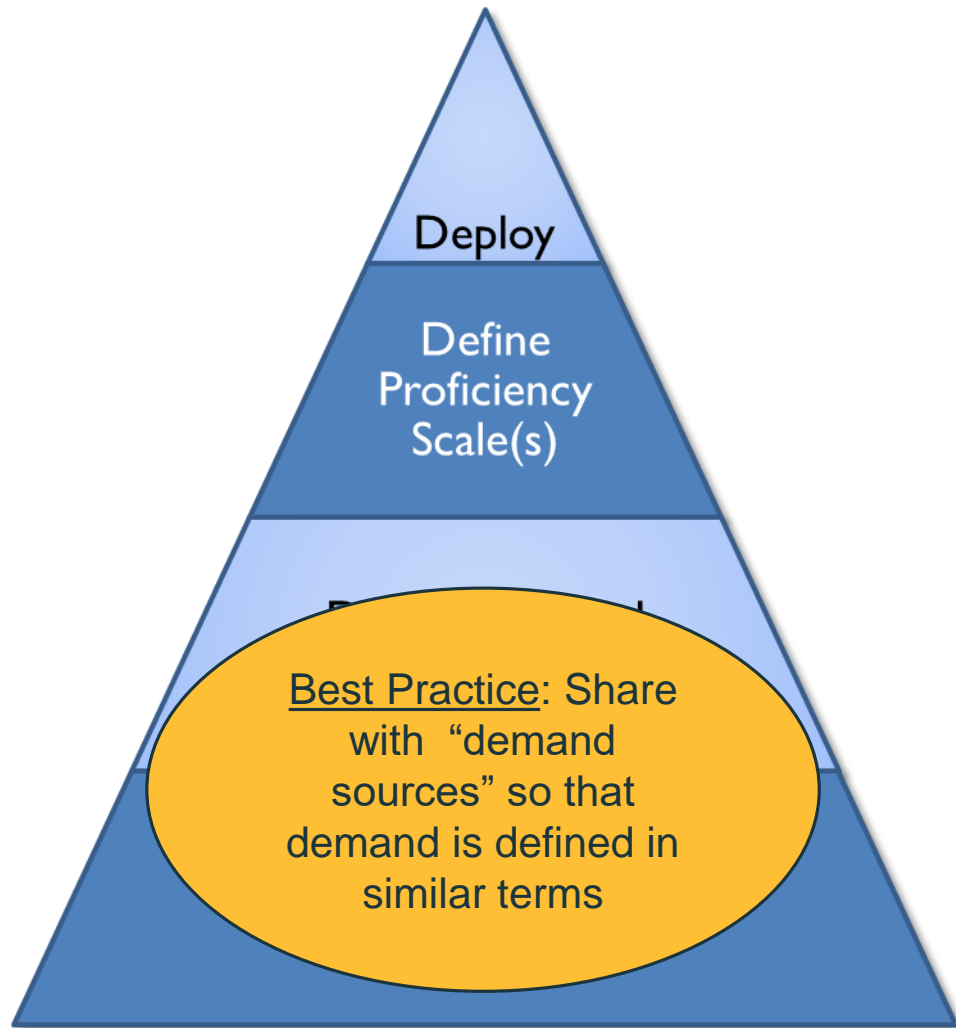
- Standardizes team-member “labels”.
- Creates a common language for discussing project roles and team-member skills to ensure clarity and to accelerate staffing.
- Provides a searchable repository that enables assignments and gives us the ability to assess team strengths / weaknesses in skill areas.

Skills Data: Design Considerations

- Where are you going to house your skills data?
- What are the capabilities of your skills repository?
 - ❑ What are the attributes of a skill?
 - ❑ Does your skills repository enable skills to be categorized? How many levels does it support?
 - ❑ What are the attributes of proficiency levels?
 - ❑ Can multiple proficiency scales be defined?
- What data resides on resource profiles in your PSA/PPM system?
- How will employees access skills data?



Building a Skills Inventory



Common Language

Determine Deployment Method:

- Communicate the vision and intent of the skills inventory.
- Review user-input flows and build roll-out and training collateral.
- Enable users to complete skills profiles and monitor compliance.

Define Proficiency Scales:

- A 1-4 scale is most common.
- Utilize objective criteria to clearly define what each rating level means and reduce ambiguity and subjectivity.

Define Skills and Skills Taxonomy:

- Define skills needed to deliver projects and services.
- Determine how skills will be organized to enable easy access and navigation.

Create Primary Roles:

- Utilize a naming convention consistent with what’s used in the field.
- Normalize Primary Roles across practices, geographies, teams, etc.
- Tag each resource with one Primary Role.

Skills Data: Use Cases

Good skills data is all about using it and getting good business value out of it. Leading delivery organizations utilize skills both tactically and strategically.

Staffing

Most common use case. Facilitates improved identification of resources.

Capacity Planning/Forecasting

Tie resource skills to what is being sold or planned. Move beyond just role-based forecasting.

Business/Technology Planning

When launching new capabilities or technology, assess how ready the team is to support it.

Skills/Talent Development

Once you know what your future needs are, then you can develop training programs designed to address skill needs.

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



Employee Skill Ratings

Utilize policies and procedures to govern regular employee skill updates

Some Key Considerations

- Employees should self assess their skills
- All skills in the skills inventory should be available for employees to rate themselves on
- Skills assessment should be completed:
 - When a new employee is hired
 - As part of a formal, organization-wide update 1-2 times a year
 - As acquired following the completion of a project or training course
 - If warranted through performance review and feedback
- Managers should review and approve employee skill ratings



Skills Infrastructure

Skills must stay aligned with business needs. New skills need to be added as needed. Obsolete skills should be retired.

Some Key Considerations

- Establish an owner of the skills infrastructure
- Appoint a group of subject matter experts to meet regularly to review the skills in the skills inventory
- Develop a change control process to enable new skill requests to be submitted and reviewed for addition to the skills inventory



Conclusion

Characterizing the skills and capabilities of your resource supply is paramount to successful resource management

- If you don't have a skills inventory, build one
- Identify the roles and skills needed to deliver projects and services
- Share roles and skills with demand sources to create a common language to talk about supply and demand
- Define policies and procedures to govern skills data and keep it accurate and up-to-date



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