



# Power UP

Skills Management:

Mission Critical to Effective Project Delivery

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KEYEDIN®

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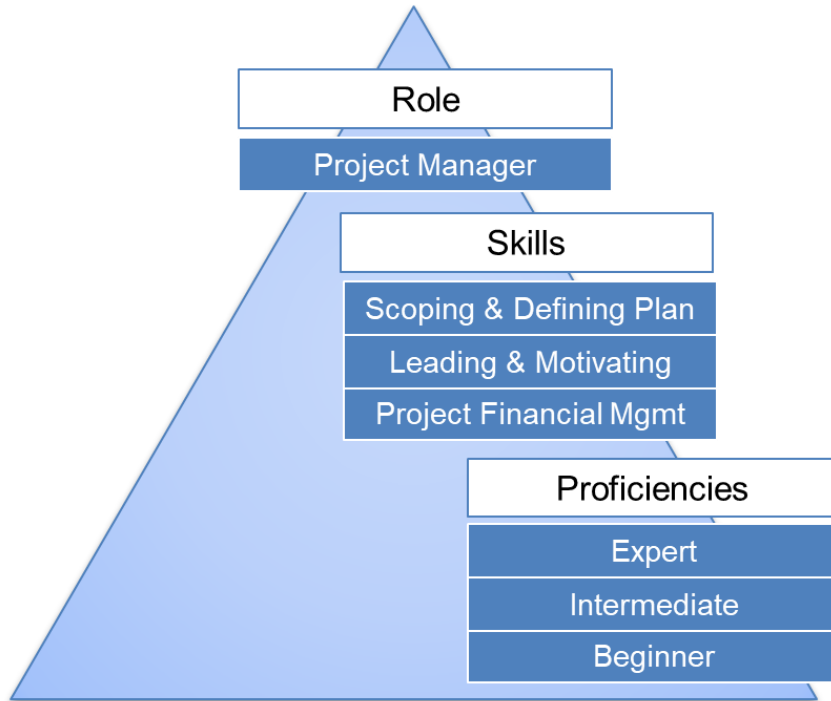
# Skills Management: Mission Critical to Effective Project Delivery

# 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?

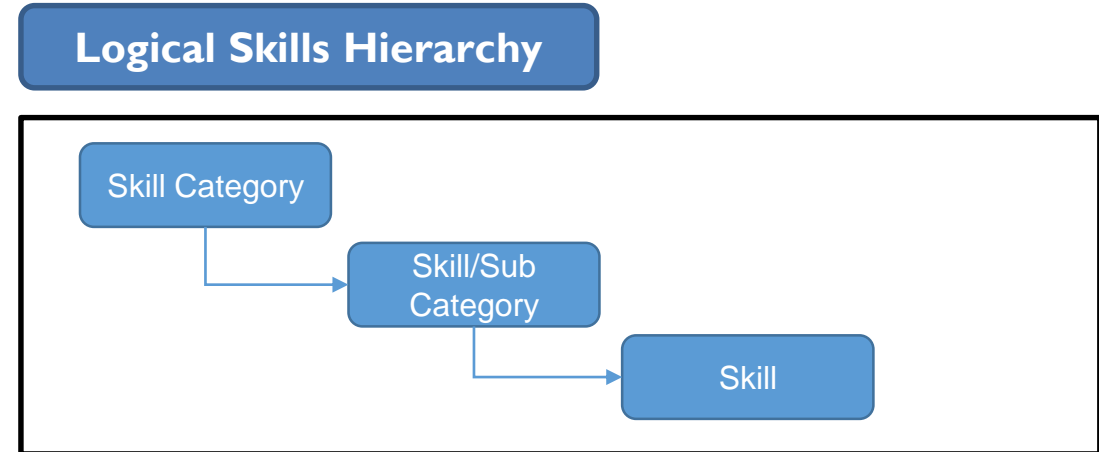


A Skills Inventory is a comprehensive repository that enables us to characterize our resource supply:

- 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.

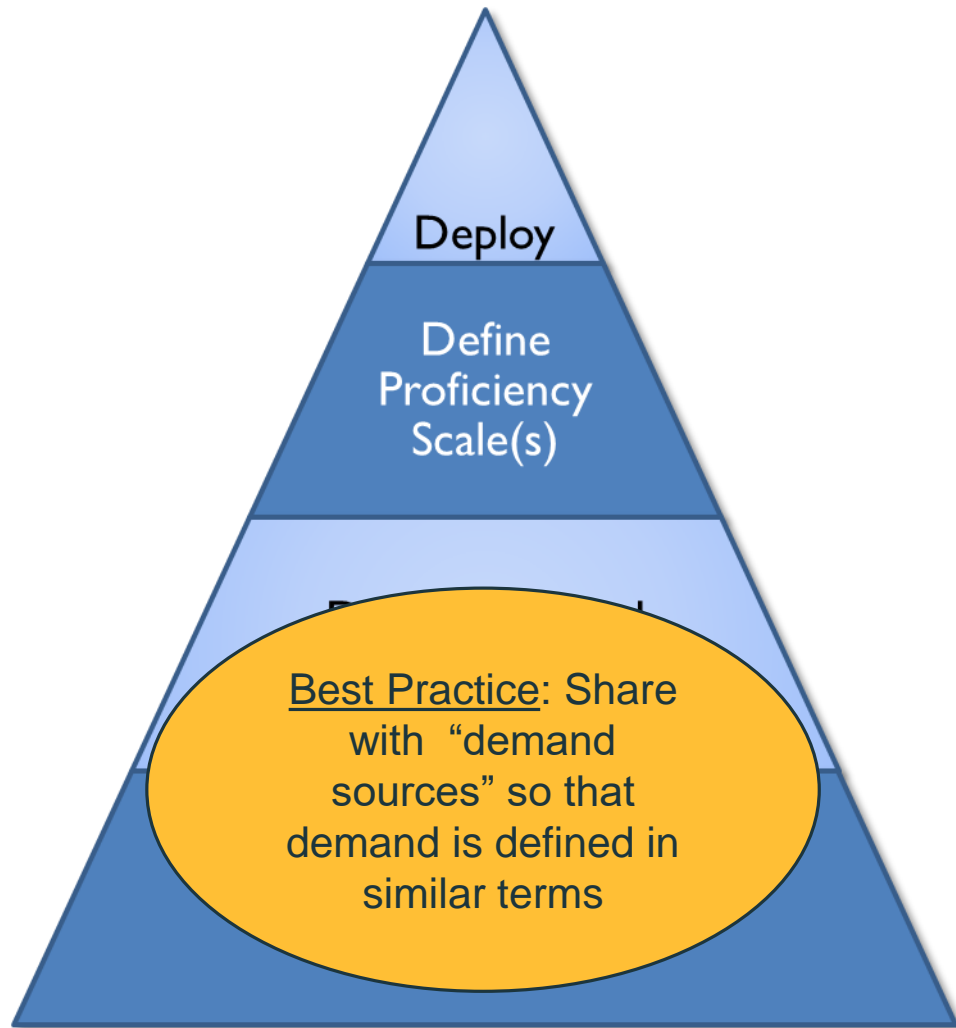
# Skills Data: Design Considerations

- 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?



***The simpler and flatter the hierarchy, the easier it is for users to find the skills they need.***

# 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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