

# Skills Audit – Changing Soft HR into Hard Data.

Sharon Miller: Human-ByDesign

# The 'Right People' in the 'Right jobs' are your Organisations' greatest Asset.

- What are the HR Strategic Priorities of the Business?
- How do you know you have the right people to achieve your business plan?
- How do you measure that?
- How do you move the conversation away from, we 'think' we have the right people strategy, to 'we know' we have the right people strategy?



# VUCA Environment:

Build Resilience & Flexibility into the Organisation and become more proactive  
And less re-active.



## POLITICS

- Government type and policy
- Funding, grants and initiatives

## ECONOMY

- Inflation and interest rates
- Labour and energy costs

## SOCIAL

- Population, education, media
- Lifestyle, fashion, culture

## TECHNOLOGY

- Emerging technologies, Web
- Information & communication

## LEGAL

- Regulations and standards
- Employment law

## ENVIRONMENT

- Weather, green & ethical issues
- Pollution, waste, recycling



The purpose of a skills audit is to identify the existing set of skills within the organisation and the skills required to meet the strategic needs of the organisation in the future.

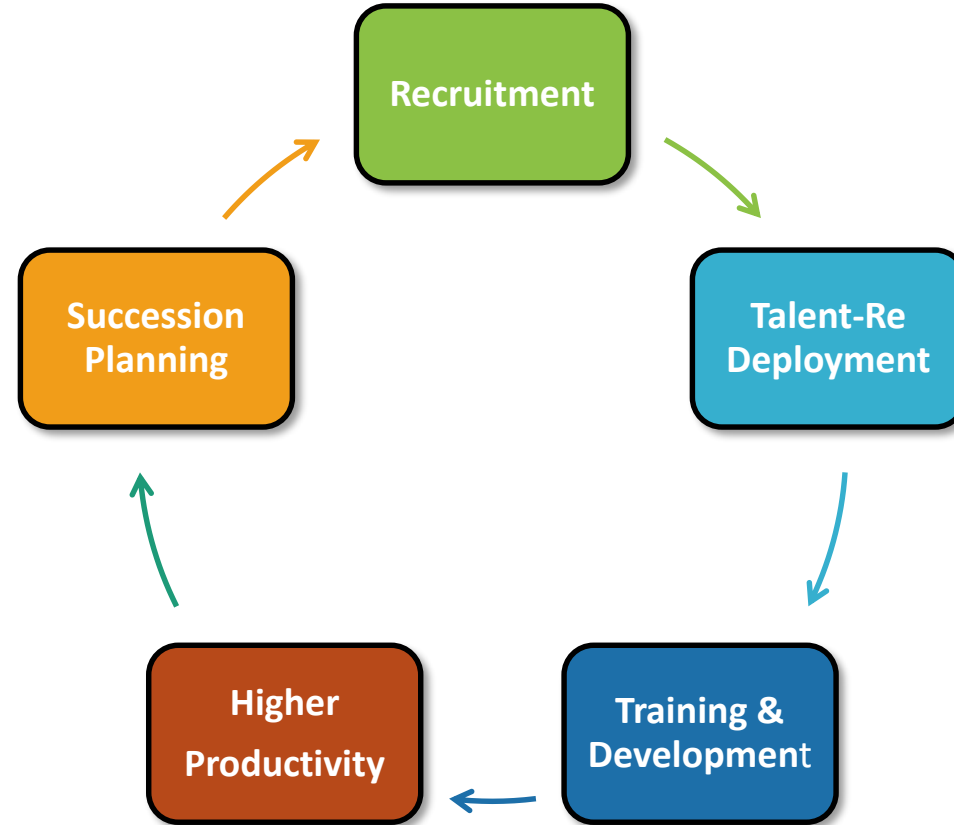


# A Skills Audit is the Foundation for Strategic Workforce Planning:



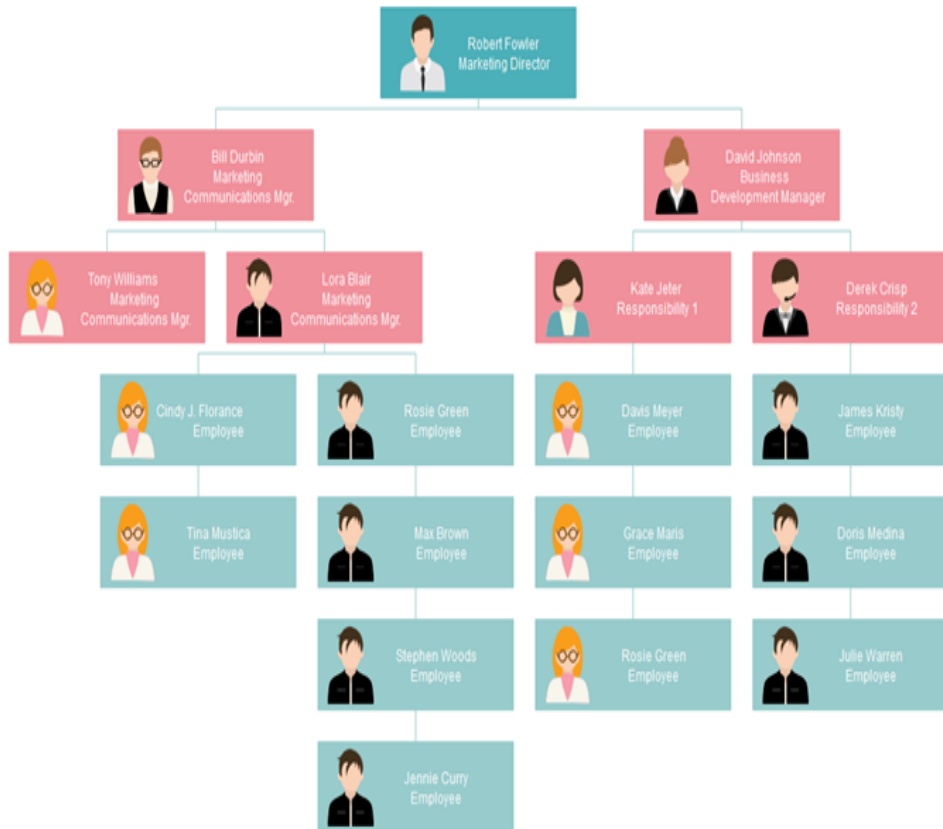
- Builds greater resilience into the organisation because it will help you to take advantage of opportunities on the horizon & **mitigate against risk**.
- Identify the **priority roles** in your organisation and develop **up to date job descriptions** for those roles.
- Identify the **current skills gaps**, because you can't know what L&D interventions to put in place until you know where the gaps are.

# A Skills Audit informs the development of a robust HR Strategy.



# The 'gap' between where the organisation wants to go and where the organisation is now, is a 'Gap' in Skill.

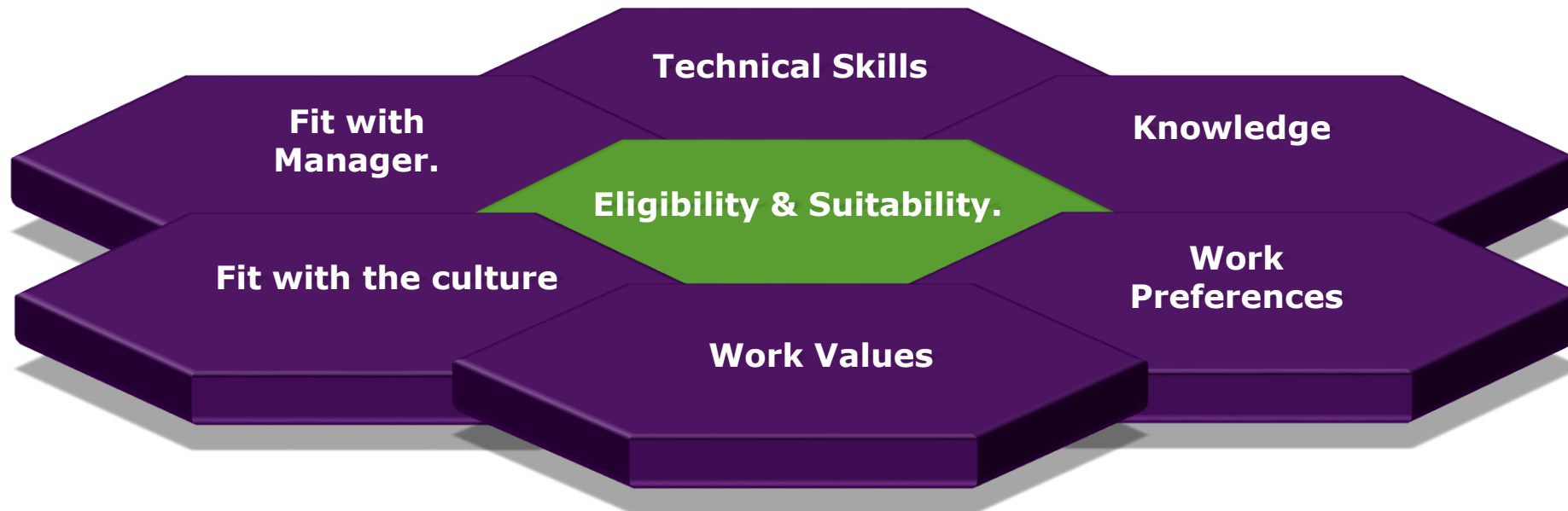
Organizational Chart for Marketing



- Must have **up-to-date** job descriptions for everyone in the organisation.
- Get clear **'visibility'** as to what skills are required to perform in the job.
- Must have up-to-date understanding of the **'skills gap'** in each job role.
- The 'Skills Gap' audit, then **informs** recruitment needs, L&D, succession planning etc in the organisation .

# *Employees are hired for 'skill' but fired for 'attitude'.*

- 50% Can they do the job?
- 50% Will they do the job?





# Job Success Formula... Customer Service Role:

The process is about working from the 'inside out' gaining Crystal Clarity as to what the performance requirements are in the job...

## Technical Requirements for the job:

- Understand the companies CRM system.
- Have excellent knowledge of word, excel and PowerPoint.

## The Behaviours we require that are: Essential:

- **Being systematic**..carefully and methodically thinking through the steps in a task.
- **Taking the initiative**. The tendency to perceive what is necessary to be accomplished and to proceed on one's own.
- **Being helpful**: The tendency to respond to others needs and assist or support them to achieve their goals.



## Job Success Formula... Customer Service Role:

The process is about working from the 'inside out' gaining clarity as to what the performance requirements are in the job...

### Desirable:

- **Being Diplomatic** ... the tendency to state things in a tactful manner.
- **Influencing**...the tendency to try to persuade others.
- **Pressure tolerance**... level of comfort related to a deadline.

### Behaviors to avoid:

- **Being fast but imprecise:** The tendency to work quickly without sufficient attention to detail or accuracy.
- **Being insensitive:** The tendency to be assertive with one's own needs, without being sufficiently warm and empathetic.

# Skills Audit Process:

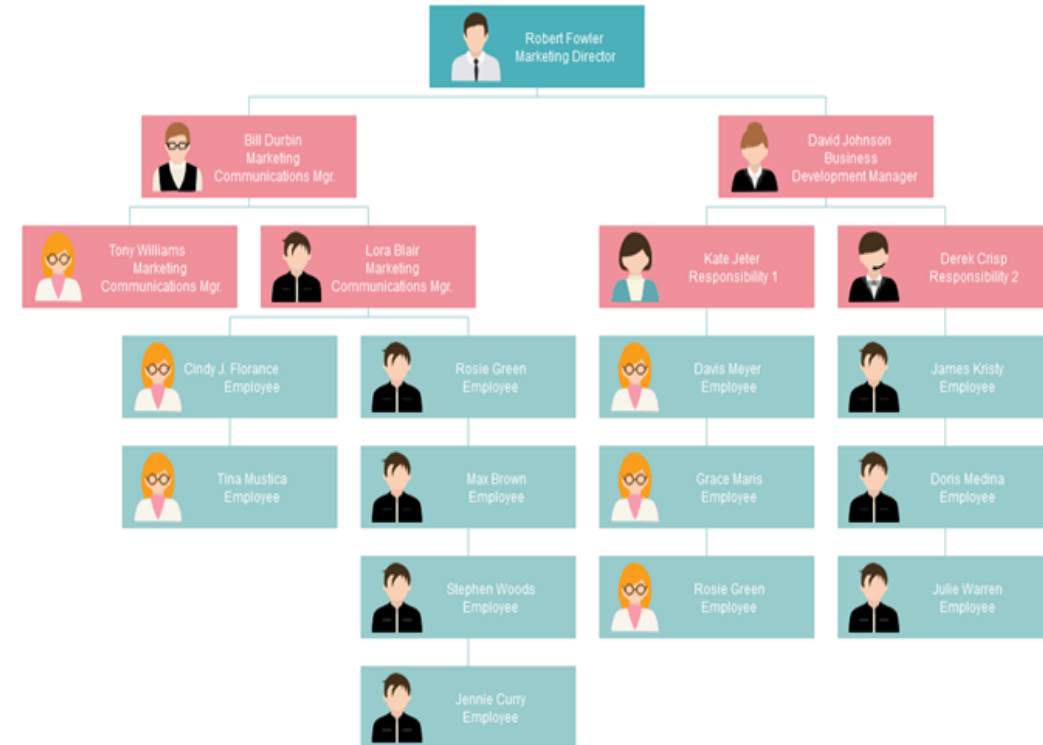
Every person in the organisation receives a link to an on-line test.

The test takes 30 minutes to complete.

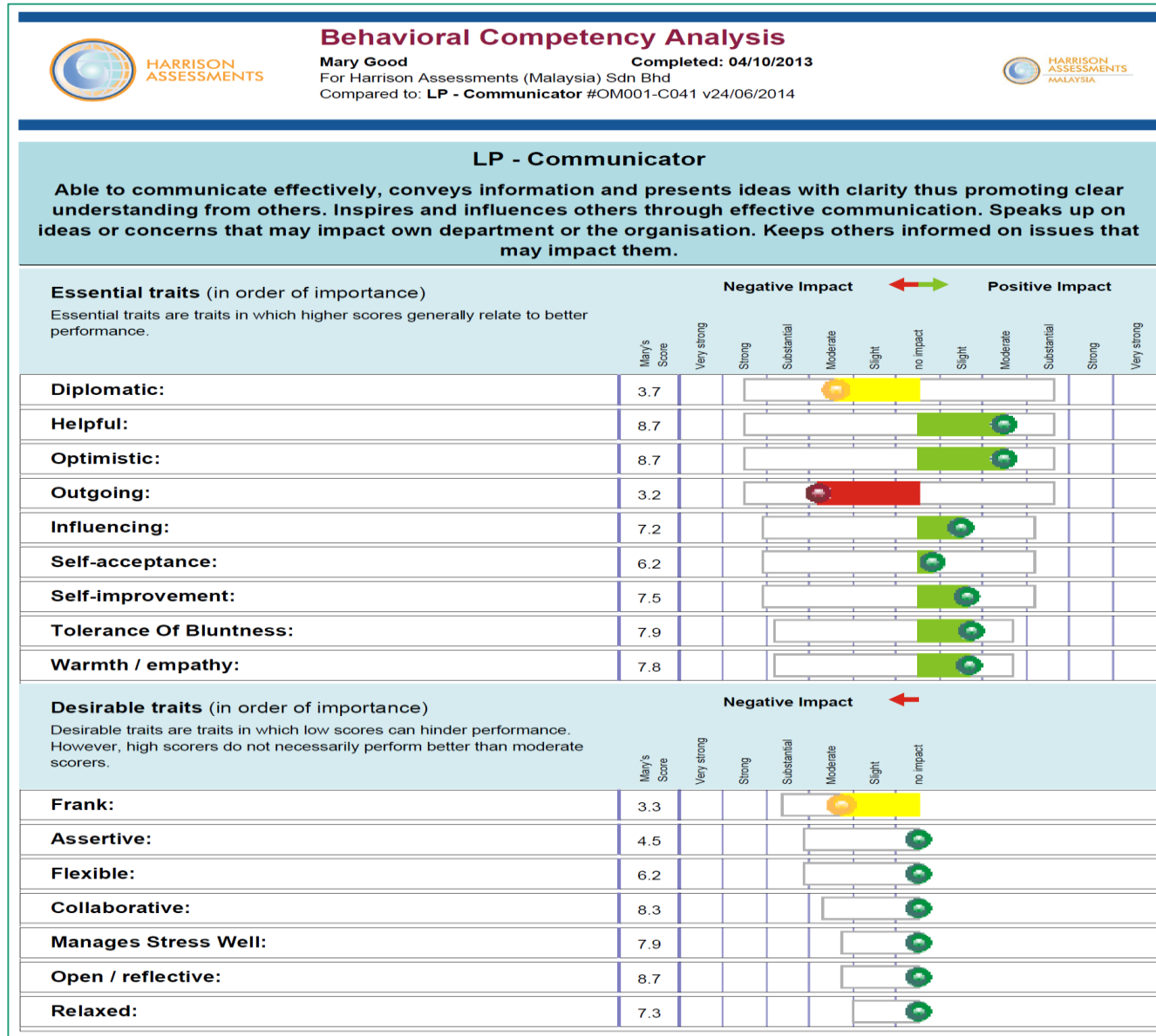
‘Dear employee, the organisation is conducting a skills audit as we are undertaking Strategic workforce planning. We require you to fill in the following questionnaire, The results will be used for Strategic Workforce Planning and future L&D’. For further information on the attached contact xyz. Please fill in by this date’

## Example: Andrew Jones

Organizational Chart for Marketing



# Skills Gap Analysis



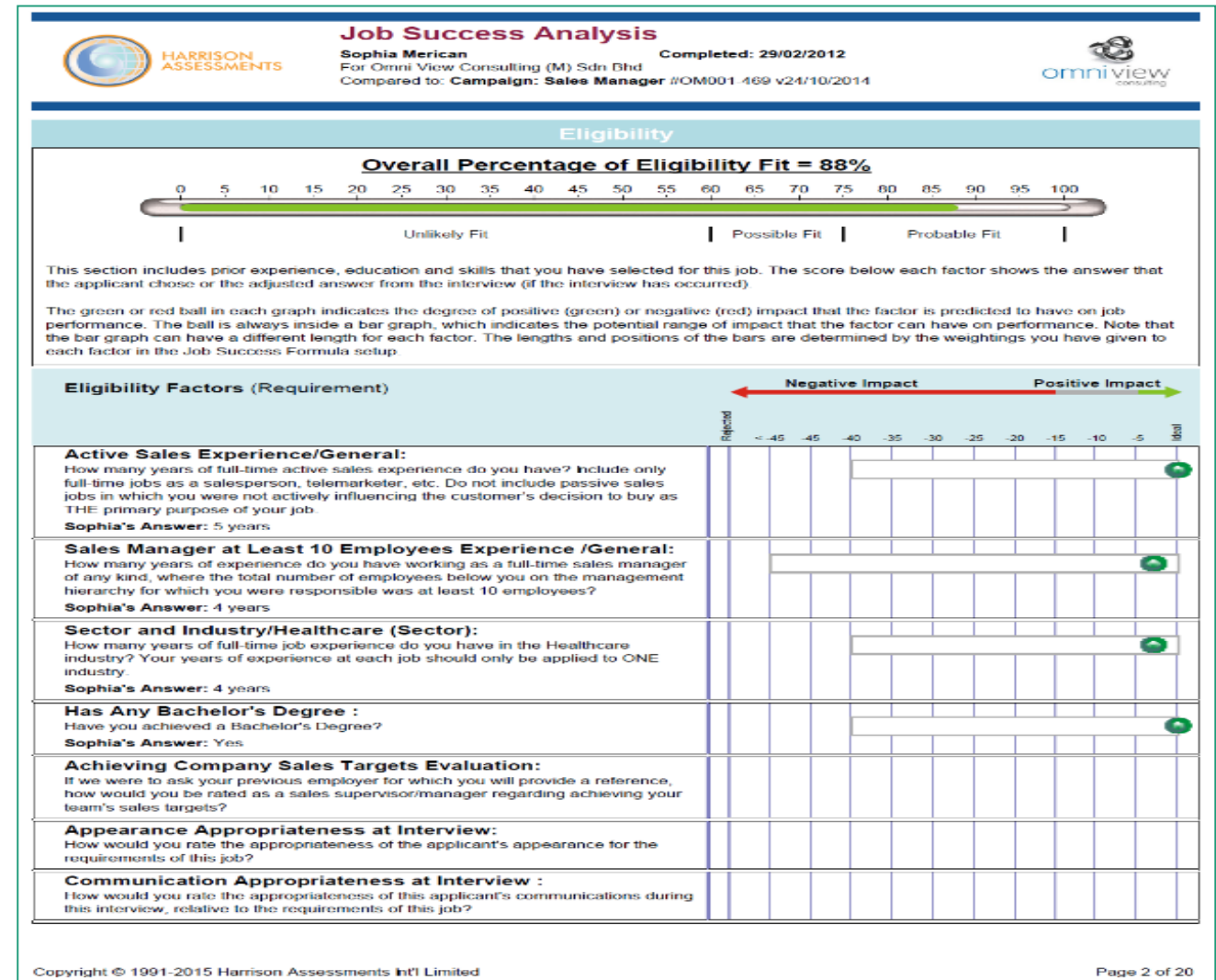


## What does 'high performance' look like in each job role?

We must have a clear understanding of what 'high performance' in the role looks like and how we measure whether or not an individual meets the standard or not; i.e. what's the skills gap?

Must be 'customised' to the organisation.

**Example:** Customer Service Role.



# Performance Management

*Skills gaps, enable us to identify blind spots and strengths...*

BLINDSPOTS	STRENGTHS
<ul style="list-style-type: none"><li>➤ BLUNT</li><li>➤ DEFENSIVE</li><li>➤ DOGMATIC</li><li>➤ DOMINATING</li><li>➤ FAST BUT IMPRECISE</li><li>➤ FORCEFUL ENFORCING</li><li>➤ HARSH</li><li>➤ IMPLUSIVE</li><li>➤ INSENSITIVE</li><li>➤ LASER LOGICAL</li></ul>	<ul style="list-style-type: none"><li>➤ ENTHUSIASTIC</li><li>➤ SELF – MOTIVATED</li><li>➤ TAKES INITIATIVE</li><li>➤ OPEN / REFLECTIVE</li><li>➤ PERSISTENT</li><li>➤ TAKES AUTONOMY</li><li>➤ WANTS TO LEAD</li><li>➤ OPTIMISTIC</li><li>➤ WANTS CHALLENGE</li></ul>
UNKNOWN	EXPECTATIONS
<ul style="list-style-type: none"><li>➤ SELF – CRITICAL</li><li>➤ INCONCLUSIVE</li><li>➤ DEFERS DECISIONS</li></ul>	<ul style="list-style-type: none"><li>➤ WANTS APPRECIATION</li><li>➤ WANTS TO BE INFORMED</li><li>➤ WANTS DEVELOPMENT</li><li>➤ WANTS QUICK PAY INCREASES</li></ul>

## PARADOXICAL STRENGTHS

- ✓ INVENTIVE
- ✓ REALISTIC OPTIMISM
- ✓ AUTHORITATIVE COLLABORATION
- ✓ TRUTH EXPLORING
- ✓ POISED ACHIEVEMENT
- ✓ MINDFUL COURAGE
- ✓ FLEXIBLE ORGANIZING
- ✓ MUTUAL HELP

# Training & Development Interventions that will solve problems:

Preventative Medicine, we can start to see where the issues are and put in place interventions that tackle the root cause.

Radical candor, truth exploring conversations.

Training interventions that are highly targeted for what is needed.

Points the way for the strategic planning and direction for the organisation.

#	Profilees	Transformation Leadership Competency	Achievement Orientation	Communication	Energizing People	Impact and Influence	Innovation	Leading People	Learning Agility	Problem Solving	Resilience and Perseverance	Strategic Thinking
26	Dwana Manly	60.77	80.39	66.82	79.03	77.04	77.15	78.65	74.35	79.86	62.20	65.99
27	Angeline Magnuson	48.26	72.01	67.14	75.27	53.93	80.90	55.37	74.80	72.53	72.43	61.01
28	Serena Gracey	74.10	83.96	86.55	78.23	74.85	83.90	81.31	92.22	84.94	69.17	80.78
29	Leola Fearn	27.81	51.23	54.41	75.51	72.56	61.14	59.11	59.01	53.20	62.13	30.40
30	Shaina Burkholder	64.94	86.69	67.92	74.32	68.49	90.92	66.79	83.84	86.05	73.02	78.30
31	Herta Linke	51.51	66.16	73.30	66.52	56.41	89.71	59.03	89.51	90.39	52.01	82.44
32	Claudette Swallow	69.74	78.94	71.04	79.67	79.62	90.38	78.50	81.15	77.95	82.73	64.36
33	Roxie Birdsell	56.17	80.99	60.95	66.58	65.61	70.58	75.17	69.43	78.68	78.76	75.30
34	Maple Trumbull	61.49	86.51	50.44	69.10	68.58	86.06	70.11	79.36	81.45	80.05	78.93
35	Myrle Hibbert	62.95	78.60	70.98	67.15	65.83	87.42	70.73	90.32	87.85	67.70	81.77
36	Lanny Eames	75.04	81.84	81.53	81.66	75.43	87.79	85.95	86.50	82.84	76.55	75.00
37	Reid Dubinsky	61.00	81.17	69.41	76.85	66.86	78.05	74.71	77.23	79.08	63.98	75.30
38	Lorita Dias	61.32	77.84	56.69	79.11	75.92	84.28	72.29	84.69	76.61	66.87	72.74
39	Bambi Mcsween	72.48	85.37	70.63	77.68	74.15	93.67	70.09	90.16	84.10	83.38	82.39
40	Chloe Vanderlinden	67.59	83.91	68.82	79.19	62.22	90.94	79.96	80.79	88.70	69.28	85.44
41	Lashanda Reighard	51.20	61.86	67.85	70.16	57.48	67.87	70.33	82.68	81.63	65.44	81.37
42	Oda Dossey	58.83	86.05	64.00	76.78	61.75	83.34	69.09	80.38	73.98	86.23	60.58
43	Katie Maxfield	52.34	87.17	58.86	73.93	61.64	83.52	69.37	70.82	74.95	74.14	55.34
44	Jerome Lindstrom	70.10	82.74	78.75	74.72	72.68	84.01	74.57	84.44	84.59	73.77	81.14



# Leadership Development.







# Irish Government - Skills for Ireland Initiative.



Rialtas na hÉireann  
Government of Ireland

## Resources:

**Human-ByDesign:** Performance Management – setting KPI's, how to conduct performance Management sessions, coaching for career and succession planning. **Sharon Miller.**

**DDLETB:** Initiative to roll out training and development to 2,000 employees this year.  
i.e. Free courses for Managers in how to manage People.

**Skillet Ireland:** Training and Development Initiatives to develop skills, 50% of the course is paid for.

# Questions & Reflections...

