Skills Inventory and Talent Mapping Phase 2 FAQs

These frequently asked questions are just that…the frequently asked questions and common themes that emerged from the project communications meetings feedback. Many of the questions we heard in the survey are already answered in the first round of FAQs and this list includes new questions.

Theme: Project general

What is the project timeline?
The planned timeline for the skills inventory and talent mapping project provides time for conference calls with participants and managers, seven days for survey completion, synthesis and analysis, and reporting and recommendations. Here is the survey rollout and completion timeline:

- Conference call with segment 1 (P1-P6) **9/29**
- Release segment 1 of survey **10/3**
- Close of segment 1 employee survey **10/10** (managers **10/12**)
- Conference call with segment 2 (M1-M3; S1-S6) **10/9**
- Release segment 2 survey **10/10**
- Close of segment 2 **10/17** (managers **10/19**)
- Conference call with segment 3 (M4-M6; admin staff) **10/13**
- Release segment 3 survey **10/17**
- Close of segment 3 **10/24** (managers 10/26)
- Consultant report out begins end of November

How does the skills inventory accommodate people moving between roles so they don't fall through the cracks?
Because the skills inventory is about the individuals' skills in the present and their desired growth in the future, this information and their responses would likely not change as they're transitioning roles. Also, because we're delivering 3 segments of surveys in a relatively short amount of time, very few folks will be moving during this short window so we can ensure their data is updated correctly before they receive the survey.

How much time will the inventory take?
The survey will take approximately 30 minutes. Managers will also rate their direct reports competencies and this component will take approximately 15 minutes per person.

Who owns the skills inventory and talent mapping?
There is a Skills Advisory Working Group that is guiding this project. The skills inventory and talent mapping is owned by Christian Theumer, Deputy CIO, and Jill Lynn, Human Resources Business Partner.

Who will be able to access the skills inventory and talent mapping information?
The raw and summarized data will be viewed by our consultants, CIO, and Purdue IT's Skills Advisory Working Group. The Skills Advisory Working Group consists of Deputy CIOs, communications manager, HRBP, and business analysis director.

In terms of sharing data more broadly, we're beginning with HR and managers accessing skills information along with individuals seeing the information in their profile and Success Factors. We will explore creating directories and broadening access to skills information as we figure out what works for our culture and the capabilities of Success Factors.

The consultants and senior leadership will also present their findings and summary data to all of Purdue IT by the end of the year.

Is there a predefined expectation of certain skills?
This assessment is pulling in skills from multiple perspectives:

- ITIL's service and product definitions (these are also informing the comprehensive service catalog currently in development)
- A list of industry-standard and Purdue-specific technology and software
- Purdue IT's cultural, teamwork, and leadership expectations

These 3 areas are then layered with an individual's level of competency and experience in each area.

This type of project often fails. Why do we think this time will be different?
As an innovative organization, failure isn't possible. We will only learn and figure out a better way each time we attempt a project like this. With the amount of data we're collecting and the process we're using, we anticipate learning a lot about what our team members want to accomplish in the future and the strengths they currently have. In addition, each Purdue IT member has a role to play in making sure a project like this is as successful as possible by participating fully, on deadline, and being honest in the skills assessment.

Theme: Staffing

Will this help address the staffing needs of teams?
For the foreseeable future, Purdue IT is not shrinking or growing in headcount. Just as our technology and services are evolving, we must also evolve where staff are placed in the organization to be most effective for our customers.

The results of the skills inventory and talent mapping will provide the Purdue IT leadership team with information that allows us to better balance available skills, close skills gaps, and identify opportunities for making the most of talent and resources available balanced with team members' career goals. This provides a unique opportunity to develop professional education pathways, identify potential hiring opportunities, and provide current team members with opportunities to grow.

Will we be able to create a Purdue IT staff directory including the skills information to expedite communication as people move around?
The skills inventory and talent mapping supports the leadership team, managers, and team members with identifying and planning for skills related needs like training and building the right teams for projects.

We're beginning with HR and managers accessing skills information along with individuals seeing the information in their profile and Success Factors. We will explore creating directories and broadening access to skills information as we figure out what works for our culture and the capabilities of Success Factors.

Please know identifying information will not be shared with the organization as a whole without prior notification.

How does this work for people who are part of multiple teams?
Because the skills inventory is about the individuals' skills in the present and their desired growth in the future, this information and their responses wouldn't depend on which team they are on. Each person has one direct supervisor in the HRIS. That person will complete the manager assessment to offer his/her/their perspective. That manager could collaborate with the person's other managers if helpful.

Theme: Assessment-specific questions

What will be the format for the skills assessment? Will there be a list of skills, an open-ended opportunity to write in skills, or a combination?
We are inventorying skills based on three main categories: service skills, technical/software skills, and industry-recognized certifications. The service skills data source and definition is from ITIL and current business functions. These services are the foundation for the comprehensive Purdue IT Service Catalog currently in development.

The survey includes multiple choice, checklists, open-ended questions, and closed-ended questions. You will answer the questions based on past and current skills, plus skills you'd like to develop based on our Strat House and future.

The survey will take approximately 30 minutes to complete. Managers and team members will work to accommodate survey completion on deadline with minimal disruption to projects and customers.

How are we defining "skill" within this assessment?
From a human resources perspective, a "skill" is a job-related behavior and attribute necessary to effectively perform a particular job. This assessment is pulling in skills from multiple perspectives:

- ITIL's service and product definitions (these are also informing the comprehensive service catalog currently in development)
- A list of industry-standard and Purdue-specific technology and software
- Purdue IT's cultural, teamwork, and leadership expectations

These 3 areas are then layered with an individual's level of competency and experience in each area.

What if I have a skill that I don't want to use anymore?
This is something you can communicate directly with your manager as you set your annual goals or with another team member when approached for a similar project. We do hope you'll be open to contributing these skills if your team needs urgent help or for a short-term project.

Forthcoming Responses

The below questions will be answered in both the short-term and long-term in the following ways:

- By the consultants in their recommendations reports based on the skills assessment data
- In future Purdue IT HR projects, which include updating all job descriptions and ensuring individuals are using their best skills on the right projects for us to accomplish our strategic benchmarks and in alignment with broader University strategic priorities
- As we continue to evolve the service catalog and make progress on the Strat House goals

Theme: Development and compensation

- Will skill development or use of additional skills be compensated?
- Is Purdue willing to pay for employee education for skill advancement?
- How will any changes in positions or projects be compensated?

Theme: Opportunities and roles

- Will the skills inventory lead to people being transferred to areas that need more support?
- Will project leaders use this inventory to actively seek out people for projects?
- Will this project lead to career path development and opportunities to utilize existing and developing skills?
- Will people be moved around based on departmental needs regardless of if they want to make a change?
- What are the specific goals and metrics around skill building and cross-training?