# Talent Mapping FAQ

**Purpose and Objectives:**

*What specific goals do we aim to achieve through this skills inventory and talent mapping project?*

As one newly-formed Purdue IT, we now collectively serve a much broader group of customers. This skills inventory is an opportunity for individuals and our one team to think more broadly about our impact. In less than 10 years, new technology, jobs, and skills will be necessary to fuel Purdue's Giant Leaps. While we will continue to make significant technology investments and we don't know exactly what new skills will be needed, we can identify what we do have today and create plans for how they'll transition into the future. Purdue IT will be able to grow and innovate because you will grow and innovate through skill development, new experiences, and solving problems in new ways.

We need to know individuals' and teams' current skills to:

- advance the 3 - 5 year benchmarks;
- understand where and how all team members want to grow; and
- identify what support they need to be successful in 2023 and beyond.

*How will the results be used to address skills gaps and opportunities? Will it lead to training, hiring, or reallocating resources?*

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.

*How does this process benefit individual team members?*

All teammates will gain more control, efficiency, and intentionality for their careers through this project. We are aligning this skills inventory and talent mapping with our 3 - 5 year benchmarks so you can have the future you want within Purdue IT and Purdue IT can deliver on its promises to the University: to be relevant to its giant leaps.

*How does this process benefit managers?*

Managers will have a detailed understanding of their teammates' technical and cultural skills and additional ways that teammates want to grow, or stretch projects they'd like to be included on. As your department takes on different and new work, you'll be able to assign the right teammate with intentionality. Because both the employee and manager will rate the employee in several areas, managers will also be able to identify gaps or alignment in performance perceptions.

**Alignment with Organizational Goals:**

*How does the skills inventory and talent mapping project tie into the broader strategic goals and vision of the organization? How will it contribute to our long-term success?*

We are aligning this skills inventory and talent mapping with our 3 - 5 year benchmarks so Purdue IT can deliver on its promises to the University: to be relevant to its giant leaps.

*What criteria will be used to determine the success of the skills inventory talent mapping exercise? How will we know if the exercise has effectively addressed skills gaps and improved team performance?*

Our clearly defined purpose and objectives guide the skills inventory and talent mapping for Purdue IT. Success will be measured by progress toward the 3 - 5 year benchmarks. Regular performance reviews, participation in professional development, and achievement of benchmarks will demonstrate effectiveness.

**Data Privacy and Confidentiality:**

*How will the collected data be stored, processed, and protected to ensure the privacy and confidentiality of individual team members' information?*

All data will be collected, stored, and processed through our secure Qualtrics account during the initial phase. Aggregate reports will be presented to senior staff at key points of this project. By the end of fiscal year 2024 we anticipate importing this information into SuccessFactors, our trusted HRIS. Select, non-confidential data will become part of your profile then. Our consultants at Stefanie Krievins & Co. will view, process, and collect this data. They have become a trusted resource for us and have signed our PSA to protect your data.

*Will the results be anonymized to prevent personal identification?*

The goals of the skills inventory and talent mapping project are not achievable with anonymized results. Managers and leaders need to have ongoing conversations with team members about their specific results and opportunities for growth–both around skills gaps and professional development.

**Scope and Comprehensive Skill Set:**

*Have we considered the potential impact of conducting the skills inventory on the team's daily work? How can we minimize disruption and ensure that productivity is not negatively affected during the process?*

We've designed the survey so it takes most individuals 30 minutes or less. While some additional time may be needed to complete surveys, we expect that the overall impact will be minimal. Since surveys are rolled out across multiple phases and provide a reasonably flexible timeline for completion, teams will be able to accommodate the time without major disruptions.

*How will the survey ensure that we capture the full range of skills possessed by each team member? Will it encompass both technical and non-technical skills?*

The survey is comprehensive and encompasses:

- Technical skills
- Previous technical experience

- Culture, leadership, and teamwork behaviors
- Your desired growth
- Management skills
- Executive skills

*Are there plans to evaluate soft skills such as communication, problem-solving, and teamwork, which are equally critical for the success of our team?*

Yes! Communication, problem-solving, and teamwork skills are critical for the success of Purdue IT. These skills will be assessed through:

- Culture, leadership, and teamwork behaviors
- Succession and growth
- Management skills
- Executive skills

*How frequently do we plan to conduct skills inventory and talent mapping project? Will it be a one-time activity, or will we incorporate it into our regular performance assessment and planning processes?*

In general a skills inventory and talent mapping project needs to be completed at the start of a strategic planning cycle or within the first year of a new strategic plan. This skills inventory is not a performance review and will not replace our regular performance assessment process. In the future, we will update our performance assessment process to be more thorough and align with the data we've captured in the skills assessment.

**Skill Proficiency Measurement:**

*What methods or metrics will be used to assess the proficiency level of each skill listed by team members? How will we differentiate between beginner, intermediate, and expert levels?*

Proficiency levels are measured using a competency definition determined by SuccessFactors, which is based on best practices and academic research. The Likert Scale will be from 0 to 5 and the definitions will be visible in the survey.

*How do we plan to validate the self-assessment provided by team members regarding their skill levels?*

Each team member will identify the technical skills and services they have any level of proficiency in. They will also rate themselves on cultural, leadership, and teamwork competencies using the same competency definitions. Each team member's direct manager then will also rate the team member on those identified technical skills and services and cultural, leadership, and teamwork competencies. Our HR consultants will review this data for consistency and may reach out to team members directly to clarify.

**Future Skill Requirements:**

*Will the skills inventory also take into account future skill requirements and emerging technologies in our field? How will we ensure that our team is prepared to meet the challenges of technological advancements and changing industry demands?*

In less than 10 years, new technology, jobs, and skills will be necessary to fuel Purdue's Giant Leaps. While we will continue to make significant technology investments and we don't know exactly what new skills will be needed, we can identify what we do have today and create plans for how they'll transition into the future. Purdue IT will be able to grow and innovate because you

will grow and innovate through skill development, new experiences, and solving problems in new ways.

**Skill Development Plans:**

*Once the skills gaps are identified, what strategies are in place to develop the required skills within the team? How will the training and upskilling opportunities be structured?*

After the skills inventory and talent mapping is completed, Purdue IT will:

- Update and create competencies for technical and collaboration skills.
- Map talents to Hoshin and service catalog.
- Create a plan to share talents across more departments to build IT's capacity and allow staff to develop.
- Integrate competencies into performance management.
- Develop an organization-wide training plan to amplify strengths and close the gap.

*How will the results of the skills inventory be mapped to specific job roles within the team?*

The results of the skills inventory will help Purdue IT identify opportunities to update and create competencies for technical and collaboration skills with efficiency and across the entire organization. The information gained through this process will help individuals and their managers identify career growth opportunities and develop plans for career growth.

*Are there sufficient resources allocated for training and upskilling initiatives to address the identified skills gaps? How will we ensure that team members have access to the necessary resources for development?*

The leadership team understands that some skills gaps will be identified and resources to address training and skill development are part of the overall unified Purdue IT undertaking. Managers and teams will be provided with regular communications and ample opportunities to engage with continuing education opportunities.

*Will the survey assess whether there are any redundant skills within the team, where multiple members possess the same expertise, potentially leading to underutilization of certain skills?*

Yes we anticipate finding redundant, overutilized, and underutilized skills through this project.

*Will the talent mapping exercise include an analysis of how effectively team members are utilizing their skills in their current roles? How can we identify opportunities to better align skills with job responsibilities?*

The competency rating Likert scale will allow us to see where team members are excelling and where specifically they need to improve or grow. Team members will also be able to tell us specifically how they want to grow and in which disciplines. We will also use this data in future phases of this larger project to update job descriptions and create development plans.

*Will the survey explore the transferability of skills across different projects or domains within the organization? How can we leverage versatile skill sets to adapt to changing project requirements?*

In the near term and long term, this survey data will allow us to explore the transferability of skills across different projects, teams, and current and future technology. Almost all technology is an evolution of previous technology and platforms. As IBM is recommending from their recent research, we'll use our current skills to identify how Purdue IT will evolve as new external forces and Purdue's Giant Leaps will demand.

**Inclusivity and Diversity:**

*How will we ensure that the skills inventory and talent mapping project promote inclusivity and diversity within the team?*

Purdue IT is invested in its people and in providing development opportunities in alignment with the goals of the individual and the organization. Employees will not be limited to their current skills and competencies. By establishing a baseline, this project will also highlight developments paths team members may wish to pursue. This is also an opportunity to better understand skills and capabilities beyond an individual's title.

Skills may be underrepresented or underutilized and this project is an opportunity to understand skills and capabilities outside of just titles today, expanding to opportunities for development pathways that may not be next in line but will be needed in the future.

*Will the process consider potential unconscious biases that might affect the evaluation of team members' skills?*

Research by LinkedIn identifies that, "A skills-first approach to hiring paves the way for a more robust and diverse group of candidates."

We understand that putting skills and competencies as a focus first and foremost can remove unconscious bias. Bringing in a third-party team without established working relationships with Purdue IT team members also reduces unconscious bias in this project.

**Feedback and Collaboration:**

*Will team members have the chance to provide feedback on the process and the results? How will this feedback be incorporated into decision-making?*

Feedback from team members is a valuable component of the skills inventory and talent mapping process. The feedback provided by team members will help us identify additional project needs and potential solutions. Start by sharing your feedback with your manager and look for organization-wide invitations for feedback as the process progresses.

**Transparency and Communication:**

*How will the results of the skills inventory and talent mapping project be communicated to the team? Will we be transparent about the outcomes and the action plan moving forward?*

The results of the skills inventory and talent mapping will be communicated broadly to the entire organization and in a more detailed, personally relevant manner to each individual by their managers. To successfully reach the project goals, we have to communicate outcomes, the action plan, and next steps with transparency and candor.

**Long-term Impact:**

*What is the long-term vision for the skills inventory and talent mapping project? How often will we conduct such exercises, and how will we measure their success over time?*

The career progression, job satisfaction, and project success of our team members will be measures of success relevant not only to Purdue IT as a whole, but to each individual team member. Skills inventory and talent mapping position Purdue IT to deeply examine how our teams' talent supports creating a more efficient, flexible, and future-proof organization. Attainment of our 3-5 year benchmarks, a consistently excellent experience across all customer groups, meeting the challenges of the future–knowing we don't know what they are, yet–these are all ways we will measure success.