Reframing your workforce

How skills-based talent management can recession-proof your organization

Caleb Walker, WithYouWithMe

Meet Samantha

...to Full Stack Developer (Java)

NORTHROP GRUMMAN

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It's a simple recipe…

Define and baseline the skills your workforce has

Understand the skills your workforce needs

Bridge the gap between the two by supporting your employees' growth and mobility

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Our vision:
to reduce underemployment and unemployment.

WithYouWithMe is a social impact company that helps organizations solve their digital skills shortages by identifying new tech talent in places others don't look – whether it's underrepresented groups in society or within their existing workforce.

Top 10 LinkedIn Top Australian Startups 2022

Deloitte Fast50 fastest growing Australian tech company 2019 & 2022

96,000 users on platform

Matched 15,000 individuals to careers

More than 400 organisations on the Potential platform

Some of our partners in change:

BAE SYSTEMS • Capita • Culture Amp • Australian Government Department of Defence • splunk>

THE LEGACY AUSTRALIA • Microsoft • NORTHROP GRUMMAN • SFIA ACCREDITED PARTNER • Workflow MAX

SII • Areteans • Atos • SkillsTX • PA

Jacobs • EY • FUJITSU • leidos • LEONARDO

WILEY • GED TESTING SERVICE • iag • BANK OF AMERICA • WWM WITHYOUWITHME

It's about life.

We know life experience is every bit as valuable as work experience. A veteran who has led 60 people through combat understands how to motivate a team, even though they've never had an office job. A single parent can hit every deadline even though they didn't finish school.

We believe in people.

We believe that who we are underpins how we work and its critical that employers can see the full picture of someone's potential...

Let's explore the problem:
Skills gaps, high churn, reduced budgets & productivity challenges

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The problem

If we can address the digital skills gap it will future proof our organizations.

87% of jobs in Canada require digital literacy skills

68% of the Canadian technology industry is suffering from skills shortages

91% of Canadian employers are experiencing a skills shortage

64% of Canadian employers believe that the tech skills shortage directly impacted their organization or department during FY 2020 and 2021.

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3 golden rules of skills-based talent management

1. **Establish a skills framework**

2. **Assess your current workforce to uncover hidden potential**

3. **Build a path forward - from current to future capability**

Its a winning formula ...

Improve your DEI practices by identifying individuals who are best suited to fill skills gaps and vacant roles.

Improve retention & engagement by offering employees growth opportunities within the organization

Maximize training ROI by moving people into productive delivery quickly

Increase productivity, without risking burnout, by improving clarity in role expectation and capability to delivery.

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Step 1:
Establishing a skills framework for your organization

Creating a skills grading system

What's SFIA?

The Skills Framework for the Information Age (SFIA) provides structure for aligning the skills and responsibilities of your workforce, ensuring digital skills gaps are identified and filled, upskilling programs are tailored to business goals and employees are prepared for the challenges of the future.

![WITHYOUWITHME logo]

![SFIA ACCREDITED PARTNER logo]
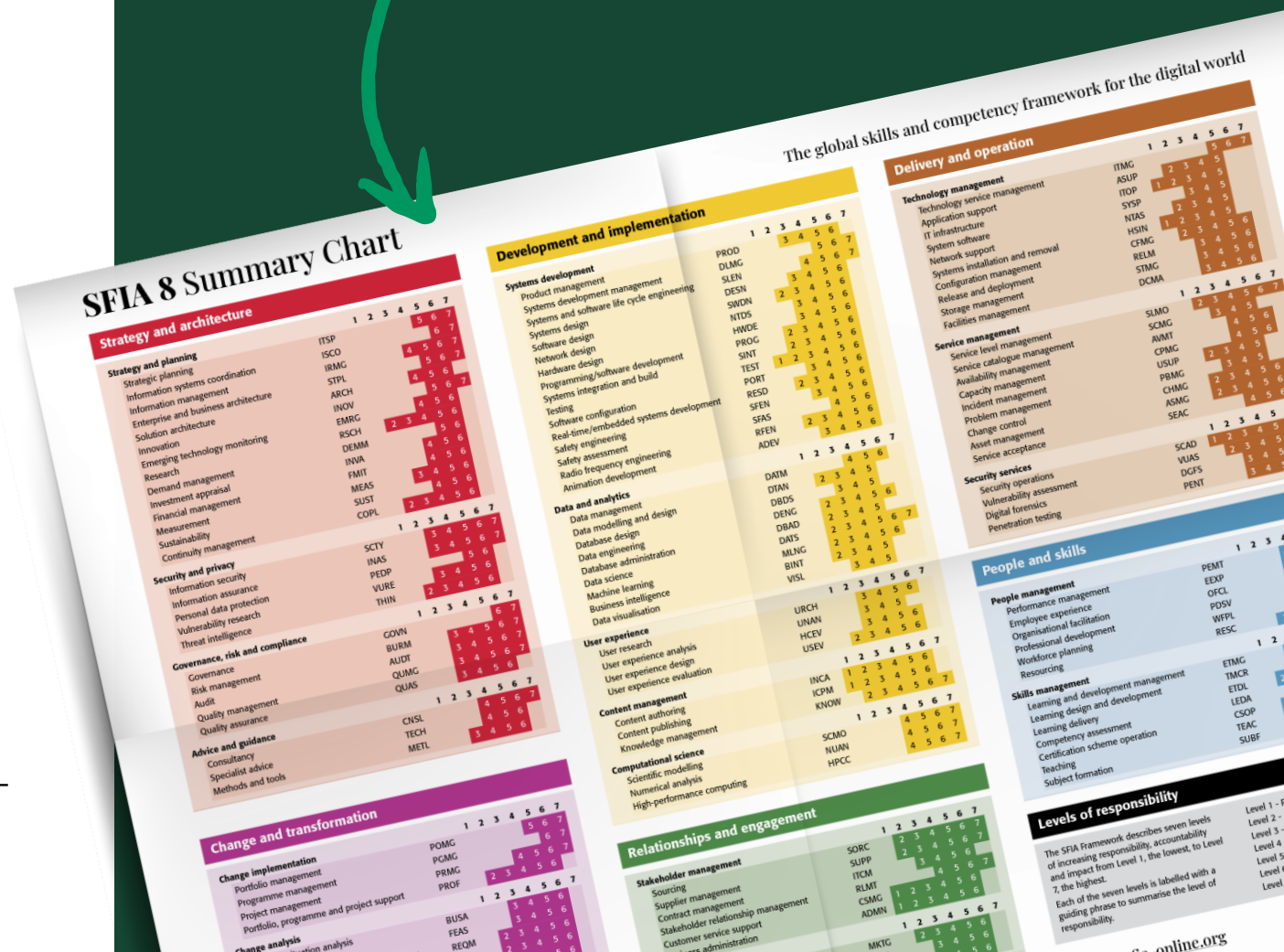
SFIA: A framework for the future-proof digital workforce

The framework has seven levels of responsibility and covers many skills and behaviors, including:

- Technical
- Business
- Personal
- Digital
- Leadership
- Service management

Skills mapping in action

The Australian Public Service Commission and the Digital Transformation Agency use SFIA to underpin aspects of their capability development throughout the Australian Public Sector.

Key activities in their work to date include:

- The identification of digital transformation roles

- The definition of these roles using SFIA and their behavioral values

- Career paths to enable more structured career advancement
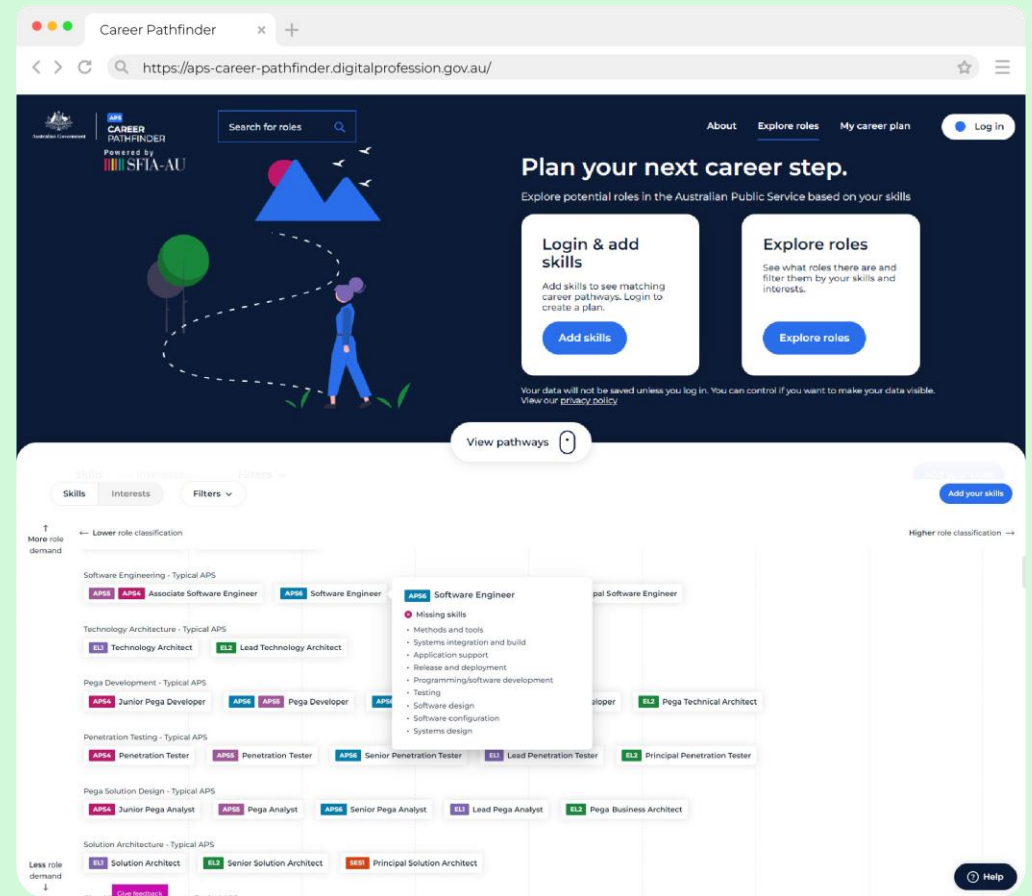
The Australian Government have a multi-year public sector SFIA license covering 96 government departments and all IT resources within.

Currently around 200 roles have been defined and the Digital Transformation Agency have developed and published a tool called APS Career Pathfinder.

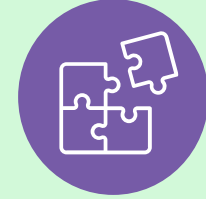WITHYOUWITHME

Skills mapping in action

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Establishing SFIA benchmarking across the enterprise

Program objectives

The know-how to create a universal framework of clearly defined digital roles and the skills and competencies required across each level

Accurate information on skills gaps to inform workforce planning and the immediate implementation of tailored training programs

Data-driven insights into the potential of individual staff to succeed in specific roles

The ability to tailor learning pathways that are of most benefit to both individual staff and the organisation

Improved staff retention through clearly defined development plans, career pathways and access to opportunities

Clear and accurate position descriptions for HR to go to market for new hires

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Key outcomes

Defining the requirements for every role in your organization by SFIA level ensures you maintain a consistent measure of skills and competencies within your workforce.

Empowering HR teams with accurate, comprehensive role descriptions and competency requirements will ensure the right people – with the right skills – are found when going to market for a new hire.

Understanding where true skills gaps exist will enable your organization to adopt a targeted approach to filling them, either through training programs or with external hires

Future workforce planning will be better informed with an accurate understanding of your existing employee's competencies, and the skills they need to reach the next level.

Using these gaps to inform targeted employee growth plans will offer clearer learning and development pathways that are beneficial to both employees and the organization

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Skills mapping in action

Meet Jason Chen

✳ **Software Engineer**

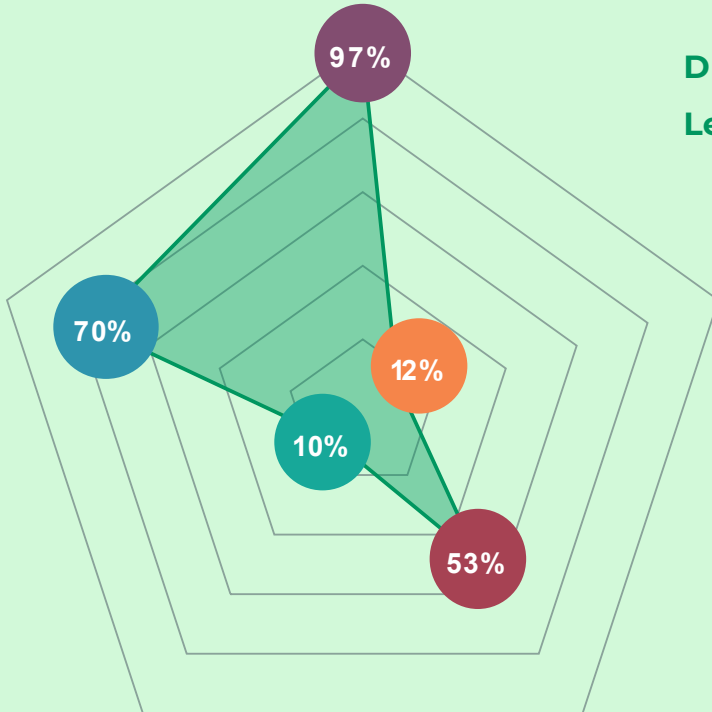✳ **Fulltime remote employee**

✳ **Financial services**

Archetype: Doer

Big5:
- Conscientiousness
- Neuroticism
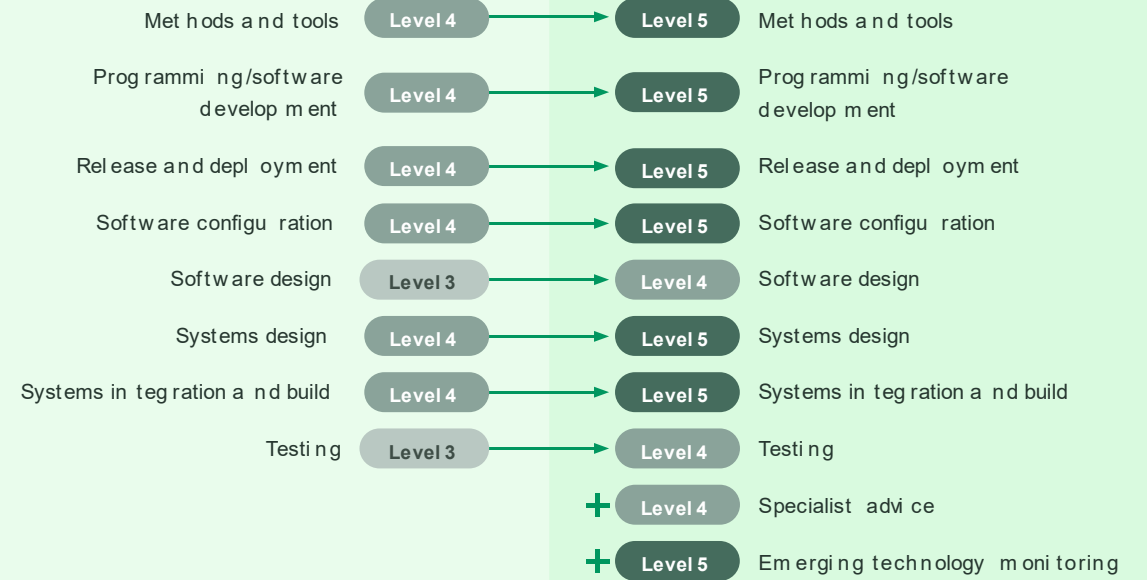- Extraversion
- Agreeableness
- Openness

DISC type: C-Style

Learning type: Kinaesthetic

In his current role as a Software Engineer, Jason has these skills:

To move into a role in the next level up, as a Senior Software Engineer, Jason would need to add these skills:

Current skill	Current Level		Next Level	Skill
Methods and tools	Level 4	→	Level 5	Methods and tools
Programming/software development	Level 4	→	Level 5	Programming/software development
Release and deployment	Level 4	→	Level 5	Release and deployment
Software configuration	Level 4	→	Level 5	Software configuration
Software design	Level 3	→	Level 4	Software design
Systems design	Level 4	→	Level 5	Systems design
Systems integration and build	Level 4	→	Level 5	Systems integration and build
Testing	Level 3	→	Level 4	Testing
		+	Level 4	Specialist advice
		+	Level 5	Emerging technology monitoring

Level 1 Follow	Level 2 Assist	Level 3 Apply	Level 4 Enable	Level 5 Ensure, advise	Level 6 Initiate, influence	Level 7 Strategise, inspire, mobilise

✳ Levels are based on SFIA mapping and specify the level of skill and depth of knowledge required.

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Step 2:

Assessing your workforce to uncover hidden potential

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The formula for assessing your workforce to uncover hidden potential:

Skills mapping

Skills mapping is a formal process of identifying the skills possessed by an individual, and matching those skills to specific job roles or career paths. [Society for Human Resource Management (SHRM), 2019]

Aptitude testing

Aptitude tests measure an individual's potential to learn and excel in specific areas; assess your innate abilities, such as problem-solving, logical reasoning, and communication, which can be critical indicators of success in various professions (Gottfredson, 2002).

Personality testing

Personality tests, including Big 5 and DISC, evaluate your personal traits and characteristics, providing insight into how you might work with others, handle stress, and adapt to different environments (Barrick & Mount, 1991).

= *A future-proofed workforce*

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Skills mapping in action

Major UK Tech Services Company (50K+ employees)

The problem

43%
attrition within first 3 months

The solution

20%
reduction in churn

$1,000
per upskill/new tech talent

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People assessed

12%

Rise in internal hires
(from 24% to 36%)

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Step 3:
Mapping your future workforce needs

Purpose

A project to understand the impact of automation and augmentation on Army's workforce over the next 15 years.

Outcomes

Almost **50%** of the entire workforce will be affected by both automation and augmentation. More than **20%** of all roles are expected to interact with augmented technologies providing a **30%** capacity gain for the workforce.

Skills mapping in action

2 key take aways to inform workforce planning

- The addition of new jobs to build/implement technologies as the changes occur.

- The addition of new skills to existing jobs/people to learn, grow and implement the technologies over time.

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A workforce framework for the digital age – learn more about SFIA in the free e-book

Download the e-book
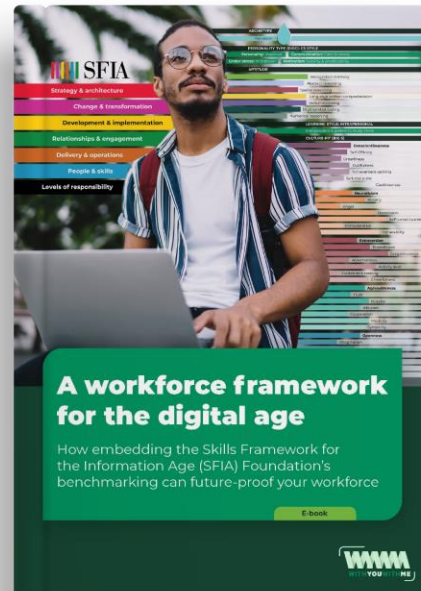
Unlocking the potential of your remote workforce – use your workforce data to accelerate productivity

Download the report

A workforce framework for the digital age

How embedding the Skills Framework for the Information Age (SFIA) Foundation's benchmarking can future-proof your workforce

E-book

Unlocking the potential of your remote workforce

Why data-driven personalised management is the next frontier in accelerating productivity

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