The Benefits and Uses of a Skills Audit and Inventory
A More Proactive Way to Identify and Develop the Hidden Talent in Your Organization or Community

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Module Focus

• What is a Skills Audit?
• Benefits
• Outcomes
• Approaches
• Steps to conduct a skills audit and identify skill gaps
• Identifying Competencies
• Conducting Surveys
• Reporting Skills Audit Results
What is skills audit?

- A skills audit "provides a snapshot of the organization's skills base."
- It determines whether the organisation can meet its goals.
- It allows identification of specific training needs, prioritization of training and meeting of employee desires and aspirations.
- Without this information the organisation doesn’t know where to improve.
- Training and development will be better targeted.
- Recruiting needs are better defined and more likely to result in the most appropriate candidate.
Benefits

The key benefits of a skills audit are:

- Focused training and development plans.
- Lower training and development costs.
- Better defined recruiting needs.
- Accurate knowledge of current competence levels.
- Career pathing and succession planning is assisted with accurate information on individuals.
- Valid and valuable Workplace Skills Plans.
- Improved skills and knowledge.
- Increased productivity as people are better matched to their positions.
Benefits

- Skills audit is a process that can be used to identify the skill gaps in an organisation.
- The outcome is a training needs analysis that identifies where training is needed.
- It can also help with developing a HR succession plan by identifying internal candidates.
The potential repercussions of not conducting a valid skills audit process for training planning purposes include:

- Invalid and unreliable training plans
- Training plans that are not specific to individual, departmental and organizational needs
- Little or no commitment to training & development by management and staff, as plans are not seen as value adding
- Little or no alignment of training and development to organizational strategy and objectives
- Non-implementation of the Workplace Skills Plan and therefore the organization will not be able to claim reporting grants
So a skills audit results in:

- An understanding of the skills required and gaps the organisation currently has.
- A targeted analysis of development needs.
- A listing of people who need development.
- Data that can be used for purposes such as internal selection.
- Information that can be used for succession planning.
Approaches

Panel approach
- Made up of managers, Subject Matter Experts and HR experts

Consultant approach
- External consultants interview employees and managers, and review performance

One-on-one approach
- Individual is rated against a pre-defined skills matrix. The employee's manager will hold a discussion with the employee to agree on skills audit ratings.
Steps to conduct a skills audit and identify skill gaps

1. Define and allocate roles
2. Identify the skills needed for each job/role
3. Create a survey
4. Survey your workforce
5. Compile the results
6. Analyse the data
Define and Allocate Responsibilities

Within any skills audit, we usually define three groups of roles:

Administration
- Administrators are central to any skills audit; they can operate individually or as a team of skills experts.

Management
- Managers play a double role in skills audits - they monitor the way the audit impacts their subordinates and, at the same time, have their skills evaluated by senior managers.

Employees
- Workers are the target population in any skills audit.
Identify Competencies

- Identify current and future skills requirements for the job. The end result is a skills matrix with related competencies.

<table>
<thead>
<tr>
<th>Position</th>
<th>Required Competency</th>
<th>Required Level</th>
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<tbody>
<tr>
<td>Training &amp; Development Coordinator</td>
<td>Public Speaking</td>
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<td>Training Need Analysis</td>
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<td>Written Communication</td>
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<td>Budgeting</td>
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<td>Housing Coordinator</td>
<td>Communication Skills</td>
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<td>Budgeting</td>
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<td></td>
<td>Computer Skills</td>
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</tbody>
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Survey Your Workforce
Analyze the Data

Analyze:
- The skill gaps in specific roles
- Skill gaps within organisation groups
- Potential successors for certain roles
- The number of people who have critical skills
- Future skill requirements
Reporting Skills Audit Results

- The results of skills audits provide information to collate various reports.
- Training and development strategy
- Workplace Skills Plans,
- Individual development plans
- Performance management action plans
Other Considerations

- Advanced techniques may be need if:
  - You have a sizeable workforce
  - There’s a long list of skills
  - It isn’t practical to survey every person against every skill
  - You want to measure skill level
  - In addition to current skill needs, you need a more accurate 3 to 5 year plan.
Cost Implications

- Costs to be incurred during skills audit implementation include:
  - Training
  - Time
  - Administrative expenses (e.g. stationery)
  - Information system/ software
  - Communication
  - Use of consultants, where necessary
Questions & Answers
Meegwetch
Mahsi’
Ekosi
‘Doy-gg
Mussi Cho

Thank you