IT PMO@Iowa Project Plan

Project Details

**Project Name:** OneIT – HR Sub Project 3 - Skills Inventory  
**Project Team Leads:** Dave Ambrisco  
**Project Manager:** Kris Halter

Project Overview (What is going to be accomplished)

Conduct an IT skills inventory to obtain a more holistic view of skills and technical interests of campus IT professionals. The focus will be on current needs and interests for technical and soft skills and the forecasted future needs of technical and soft skills for IT at the University of Iowa’s IT. The two-part project will consist of a Skills Inventory of IT staff (excluding Healthcare) that facilitates the understanding of the current and future IT skill sets and gaps in skills and a secondary phase that plans out the necessary changes to bridge gaps in required IT skill sets on campus.

**Why do we need an IT skills inventory?**
- Prepare for future campus IT needs.
- Understand current capabilities of staff.
- Engage staff in aligning their career path with campus needs.
- Data driven approach to HR decisions.
- Industry trends: several of our peers are taking similar approach.
- To understand the skills needed that are changing rapidly (e.g., Cloud Services).
- Interest in Central HR in doing this for all UI staff, we can develop the IT aspect so that it meets our needs and provide good guidance to the campus.

**How will we use the skills inventory?**

**Aggregate data:**
- Identify gaps and respond to organizational & professional development needs.
- Consider, along with other workforce data (e.g. demographics, market trends) for planning:
  - Recruitment
  - Succession
  - Training/development
  - Professional development
  - Team structures (optimize & balance capabilities on project teams, work teams)

**Individual data:**
- Engage staff through survey process (i.e. encourage discussions between employee and supervisor).
- Encourage employee ownership/responsibility for their career.
- Identify individuals for opportunities/needs, e.g.
  - training others on a skill
IT PMO@Iowa Project Plan

- short term assignments
- collaborations across orgs/disciplines
- opportunities to mentor/be mentored
- Useful data point in identifying high performance/high potential

Data Collection Categories:
- Technical skills
- General (business) skills
- Interests & goals

Critical Success Factors:
- Trust & broad buy-in
- Balance transparency with confidentiality in reporting/access to data
- Clear utilization of data in decision making
- Supervisor accountability
- Visibility: clear benefits, e.g.
  - targeted trainings
  - increased career mobility
  - increased collaboration/community
  - Increased retention

Project Staffing (Who will perform the work)

<table>
<thead>
<tr>
<th>Who</th>
<th>Skill Set</th>
<th>Estimated Time Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dave Ambrisco</td>
<td>Project lead / Human Resources</td>
<td>200</td>
</tr>
<tr>
<td>Kris Halter</td>
<td>Project Management</td>
<td>50</td>
</tr>
<tr>
<td>Rachel Napoli</td>
<td>Communication / Change Management</td>
<td>200</td>
</tr>
<tr>
<td>Kim Kuebrich Yordi</td>
<td>IT Hiring Specialist / Facilitation</td>
<td>50</td>
</tr>
<tr>
<td>Franklin Delin</td>
<td>Departmental Director - Admin</td>
<td>50</td>
</tr>
<tr>
<td>Guy Falsetti</td>
<td>Departmental Director - Central</td>
<td>75</td>
</tr>
</tbody>
</table>

**Total Hours** 625
IT PMO@Iowa Project Plan

Project Schedule (When will the work be started/completed)

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form skills inventory sub project team</td>
<td>10/26/2016</td>
<td>Complete</td>
</tr>
<tr>
<td>Research other institutions</td>
<td>12/01/2016</td>
<td>WIP</td>
</tr>
<tr>
<td>Define skill list</td>
<td>11/29/2016</td>
<td>WIP</td>
</tr>
<tr>
<td>Preview survey and communication plan with Skills Inventory Advisory Group</td>
<td>12/14/2016</td>
<td></td>
</tr>
<tr>
<td>Develop Survey</td>
<td>12/30/2016</td>
<td></td>
</tr>
<tr>
<td>Preview survey and communication plan with OneIT Ops Team</td>
<td>1/12/2017</td>
<td></td>
</tr>
<tr>
<td>Pilot on subset of IT staff (Sys Admin job family/PIF1-5)</td>
<td>01/23/2017</td>
<td></td>
</tr>
<tr>
<td>Pilot Report outs (Advisory group, Ops Team, Sys Admin Supervisors, Central HR)</td>
<td>02/24/2017</td>
<td></td>
</tr>
<tr>
<td>Roll out survey to all IT staff</td>
<td>04/17/2017</td>
<td></td>
</tr>
<tr>
<td>Develop follow up plan for Skill Gaps for campus IT</td>
<td>06/16/2017</td>
<td></td>
</tr>
</tbody>
</table>

Project Budget

Estimated hours for implementations: 625 hours
Estimated hours for survey taking:

- Pilot: 0.25 hours x 91 staff = 22.75
- Campus wide roll-out: 0.25 hours x 598 staff = 149.5 hours

Total: 797.25 hours

Change Control Plan (What is the process for managing change)

- Changes to the order of tasks will be evaluated and approved by the OneIT Human Resources Processes project team.
- Changes to the sub-project timeline will be evaluated and approved by the OneIT Human Resources Processes project team.
- Changes in the budget will be evaluated and approved by the OneIT Human Resources Processes project team.
IT PMO@Iowa Project Plan

- Scope changes and additions will be evaluated and approved by the OneIT Human Resources Processes project team.
- Substantial changes to project scope will be brought to the OneIT Steering Committee for evaluation and resolution for items deemed outside of timeline, budget, and scope by the OneIT Human Resources Processes project team.

Communications Plan (How will information be communicated)

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Primary Contact</th>
<th>Communication Mechanism</th>
<th>Frequency</th>
<th>Purpose / Description of Communication</th>
<th>Author / Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program office</td>
<td>Chris, Romy, Lance, Rachel</td>
<td>E-mail</td>
<td>Ad hoc</td>
<td>Updates</td>
<td>Kris</td>
</tr>
<tr>
<td>CIO</td>
<td>Steve Fleagle</td>
<td>Meeting</td>
<td>Ad hoc</td>
<td>Concept presentation/feedback</td>
<td>Dave</td>
</tr>
<tr>
<td>OneIT Ops Team</td>
<td>Rachel Napoli</td>
<td>Email, meeting discussion</td>
<td>Ad hoc</td>
<td>Status updates; feedback; decisions/direction needed</td>
<td>Rachel</td>
</tr>
<tr>
<td>Central HR</td>
<td>Cheryl Reardon</td>
<td>Email &amp; meeting</td>
<td>After pilots, once feedback is incorporated</td>
<td>Inform/buy-in on tools &amp; process</td>
<td>Dave / Rachel</td>
</tr>
<tr>
<td>Distributed HR seniors</td>
<td>Karen Shemanski, Teresa Kulper</td>
<td>Email. HR Seniors meeting.</td>
<td>After all above have reviewed</td>
<td>Launch &amp; educate HR reps about tools &amp; process</td>
<td>Dave</td>
</tr>
<tr>
<td>IT leaders / supervisors - all</td>
<td>Steve Fleagle</td>
<td>E-mail. Meeting(s)</td>
<td>After all above have reviewed</td>
<td>Launch &amp; educate about tools &amp; process</td>
<td>Dave</td>
</tr>
<tr>
<td>Nicole Dahya</td>
<td>Nicole Dahya</td>
<td>E-mail, face to face</td>
<td>Ad hoc</td>
<td>Updates</td>
<td>Rachel / Kris</td>
</tr>
</tbody>
</table>

Risk Management Plan

<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Risk Description</th>
<th>Likelihood (H,M,L)</th>
<th>Impact (H,M,L)</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee’s over or under rating their skills</td>
<td>H</td>
<td>L</td>
<td>Proper communication and instructions on how to fill out the survey.</td>
</tr>
<tr>
<td>2</td>
<td>Lack of survey participation</td>
<td>M</td>
<td>H</td>
<td>Face to Face kick off with supervisors. Targeted reminders to staff.</td>
</tr>
</tbody>
</table>
## IT PMO@Iowa Project Plan

### Risk Number | Risk Description | Likelihood (H,M,L) | Impact (H,M,L) | Mitigation Strategy
--- | --- | --- | --- | ---
3 | Survey incorrect skills | L | H | Multiple reviews with Directors and Supervisors on the list of skills being inventory. Gap analyze other institutions surveys and skills lists.
4 | Fear that skills inventory will be used for negative means (furlough) | L | M | Multiple communications to supervisors and staff on what the inventory will be used for.
5 | Unrealistic expectations of what will be implemented from the inventory - career, salary, training, job placement | M | M | Multiple communications to supervisors and staff on what the inventory will be used for. Follow through with plan.
6 | Costs of training will exceed budget | M | H | Flexible budget, long term strategy planning, managing staff expectations, shopping due diligence, implement Train the Trainer methods for large knowledge gaps, utilize internal training.
7 | Manager bias | M | M | Review of surveys by an impartial HR rep.

### Issue Tracking and Resolution Plan

Issues will be tracked and resolutions captured on the HR SharePoint site.

### Metrics / Key Performance Indicators

- % of IT members completed inventory assessment, by department, by job classification.
- # of training session conducted due to project
- # of moves completed due to project

☐ Project Plan Approval Date MM/DD/YY