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## Project Details

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

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## Project Overview (What is going to be accomplished)

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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

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- 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

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## Project Staffing (Who will perform the work)

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Who	Skill Set	Estimated Time Commitment
Dave Ambrisco	Project lead / Human Resources	200
Kris Halter	Project Management	50
Rachel Napoli	Communication / Change Management	200
Kim Kuebrich Yordi	IT Hiring Specialist / Facilitation	50
Franklin Delin	Departmental Director - Admin	50
Guy Falsetti	Departmental Director - Central	75
<b>Total Hours</b>		<b>625</b>

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

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

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## Project Budget

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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**

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

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- 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.

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- 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)

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

## Risk Management Plan

<i>Risk Number</i>	<i>Risk Description</i>	<i>Likelihood (H,M,L)</i>	<i>Impact (H,M,L)</i>	<i>Mitigation Strategy</i>
<b>1</b>	Employee's over or under rating their skills	H	L	Proper communication and instructions on how to fill out the survey.
<b>2</b>	Lack of survey participation	M	H	Face to Face kick off with supervisors. Targeted reminders to staff.

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<b>Risk Number</b>	<b>Risk Description</b>	<b>Likelihood (H,M,L)</b>	<b>Impact (H,M,L)</b>	<b>Mitigation Strategy</b>
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.

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## Issue Tracking and Resolution Plan

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

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## Metrics / Key Performance Indicators

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

<input type="checkbox"/>	Project Plan Approval Date	MM/DD/YY
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