

# Project Closeout



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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 Team Members:** Guy Falsetti, Frank Delin, Rachel Napoli, Kim Kuebrich Yordi  
**Project Manager:** Kris Halter

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## Project Overview (What were the goals)

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This subproject was to conduct an IT skills inventory to obtain a more accurate, complete view of the skills and technical interests of our IT professionals at UI (excluding Healthcare). The skills inventory is a way to engage IT professionals across campus to ensure we are each growing, learning, and contributing to UI at our fullest potential. The findings of this skills inventory will be used to guide training and development, succession management, and recruitment activities, and to prompt discussion between employees and their supervisors around skills, interests and goals.

The two-part project consisted of a comprehensive Skills Inventory of IT staff that facilitated the understanding of current IT skills and interests and a secondary phase that consisted of a Future State survey given to OneIT Leaders identifying what skills were in decline or growing. Future plans would be to strategically make changes to bridge projected gaps in IT skill sets on campus.

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## Project Accomplishments (What was accomplished)

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A pilot survey was developed and distributed to campus Systems Administrators (i.e. PIF family) with an 86% participation rate out of 76 total staff.

Building on the success and learning from the pilot survey, a comprehensive skills survey encompassing current and future based skills across all IT disciplines was developed. This survey was shared with 568 OneIT staff. 471 staff (83%) completed the survey.

A Future State survey was developed and sent to OneIT Leaders asking them to rate skills in their area of expertise that were declining, at a steady state or growing over the next 2-3 year period. 34 of 41 (83%) IT Leaders completed the survey.

A Supervisor Competencies and Interest Summary dashboard was created by the BISSC (Business Intelligence Shared Service Center) team to facilitate career development discussion and planning between IT staff and their immediate supervisors. This was made available during the performance review season, to coincide with individual goal planning.

The BISSC Team also developed a Skills Survey Strategic dashboard to enable analysis of aggregate results, as well as drill down capabilities to individual skills and interests. The results of the future state survey were incorporated to enable a gap analysis and identification of workforce development opportunities to

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leverage and enhance critical skills. This dashboard was shared with IT senior leadership for workforce planning purposes.

Reports have been provided in response to requests for specific data, including:

- a listing of employees who expressed interest in a certain technical skill, to help an employee initiate a community of practice in this specific area
- data on skills and interests in ETS team to inform training and work assignments.

A project team from the MOR IT Leadership Program cohort performed data analysis on the skills inventory data and shared some high level analysis on correlation between skills and interests. They will be presenting and discussing their recommendations for action to the OneIT operations team.

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## What Could Have Been Improved (What would you have done different)

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- Engage a formal project manager earlier in the development process.
- Supervisor validation of skills would have resulted in improved consistency in the measurement of competency levels, although may have created some conflict/disagreement between staff and supervisors which could have negatively impacted staff perception of the survey.
- Some surveyed staff checked interests in everything while others checked no interests.
- Some issues with Qualtrics, was it the best survey tool?
- Managers generally were not interested in aggregate data, more interested in querying individual skills/interests.
- Analyzing data that is not part of the Qualtrics canned reports was difficult.
- Engage BISSC Team sooner and making sure charge was clear.
- Some confusion between BISSC and MOR Project group on who was doing what regarding the data.

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## Recommendations for Further Action (What tasks are still left to do)

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- Develop a rollout and communication plan for dashboard tools.
- Share and discuss aggregate results with IT community and other campus stakeholders (e.g. HR leaders)
- Analyze future state survey results to identify workforce development needs and opportunities.
- Incorporate findings into workforce of the future roadmap
- Report on outcomes from adoption & utilization of the dashboard
- Explore training & development opportunities based on future skill needs.
- Evaluate possibility of refreshing skill survey in future, including Healthcare IT in next version if there is interest.

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