Workforce Skill Assessment

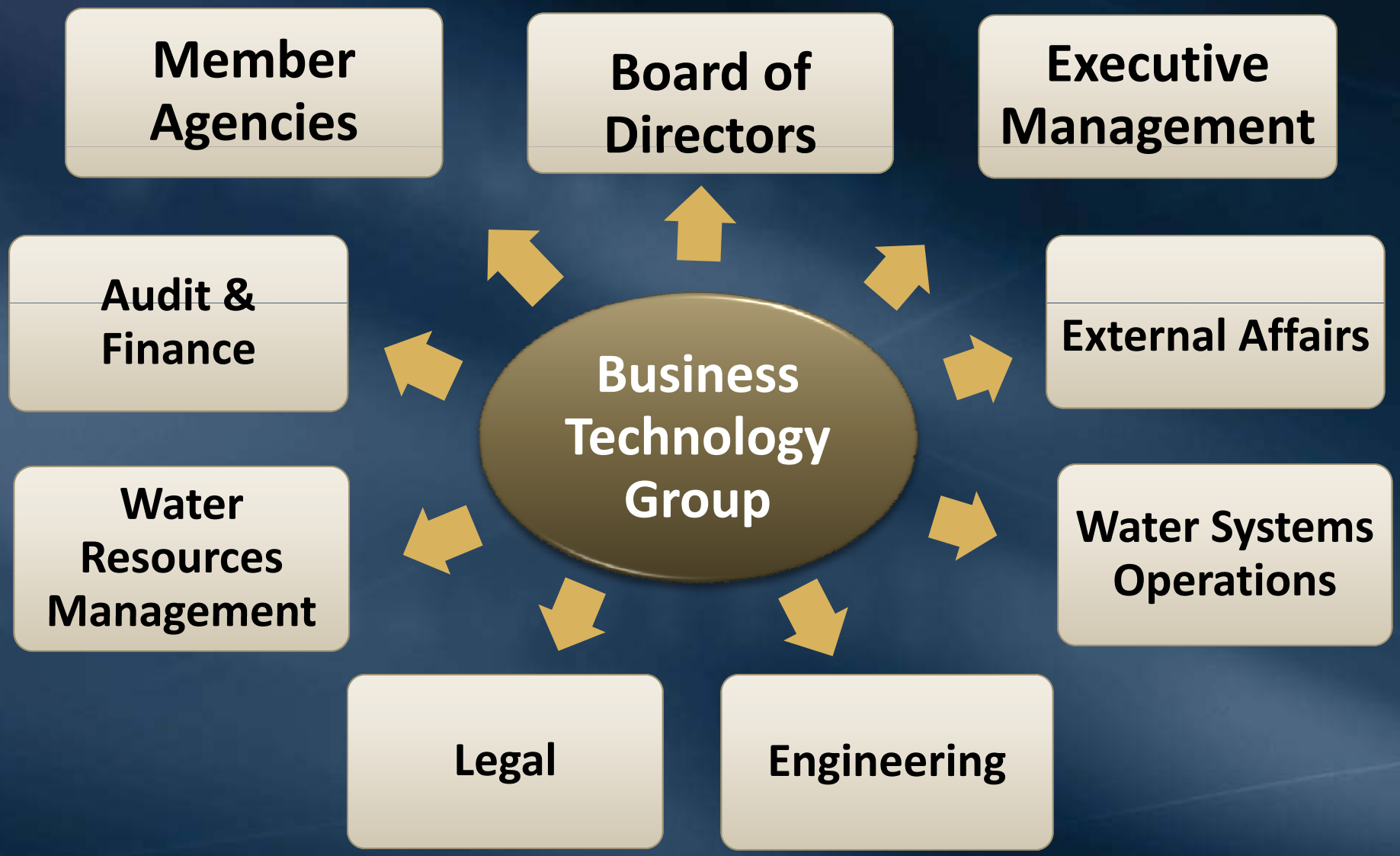
Organization, Personnel and Technology Committee
February 13, 2012

Business Technology Group - Mission

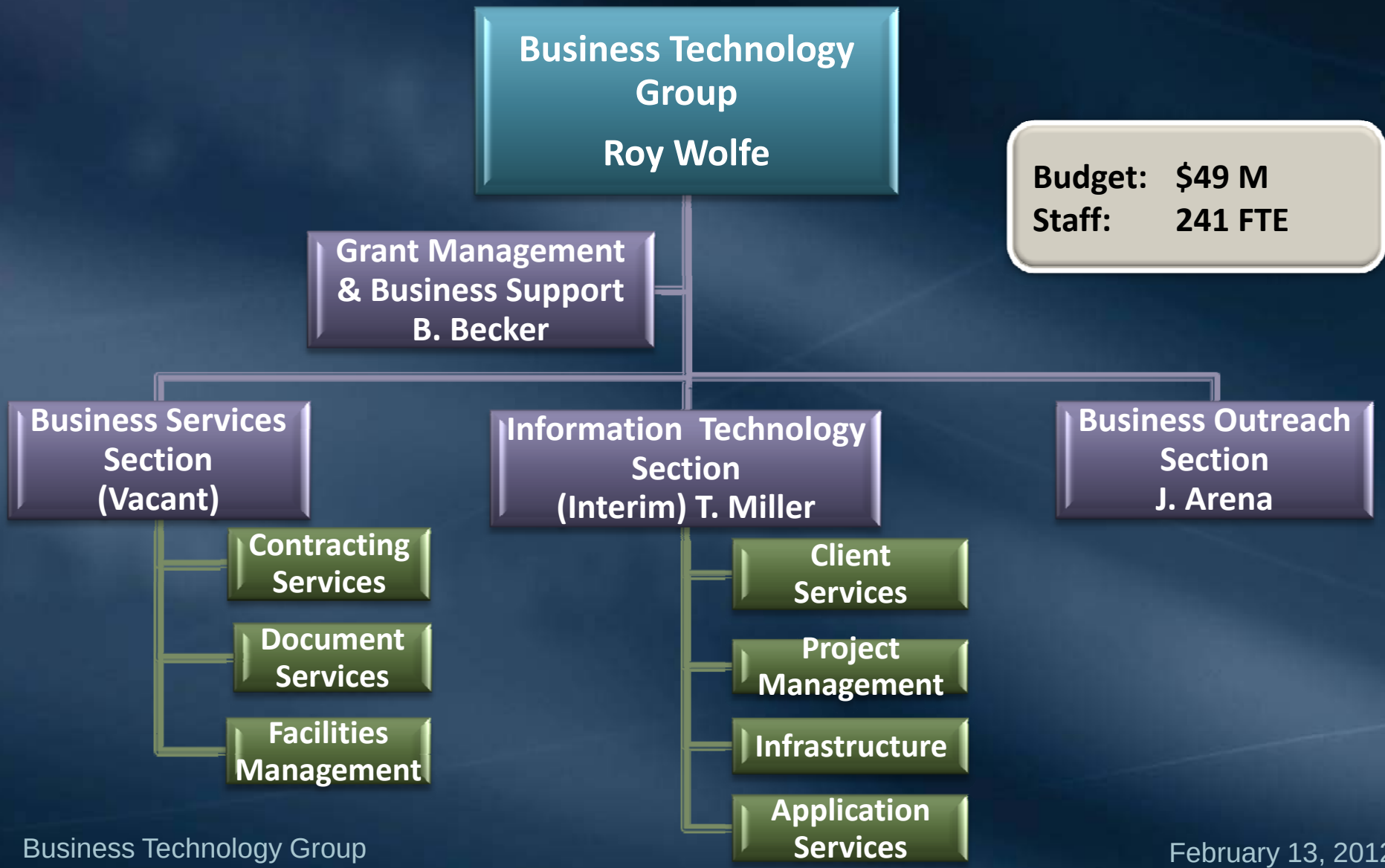
Provide outstanding value to our customers for a broad range of administrative and technical services:

- Procurement and Contracts
- Facilities Maintenance
- Business Outreach
- Information Technology
- Grant Management
- Technical Documentation
- Records Storage
- Media Production
- Sustainability
- Communications
- Project Management
- Technical Assistance
- Customer Support
- Stores / Inventory
- Reprographics
- Graphics

Our Customers



Business Technology Group Organization



Budget: $49 M
Staff: 241 FTE

Workforce Challenges Facing BTG

1. Changing Workforce

   Increasing retirements, changing institutional knowledge

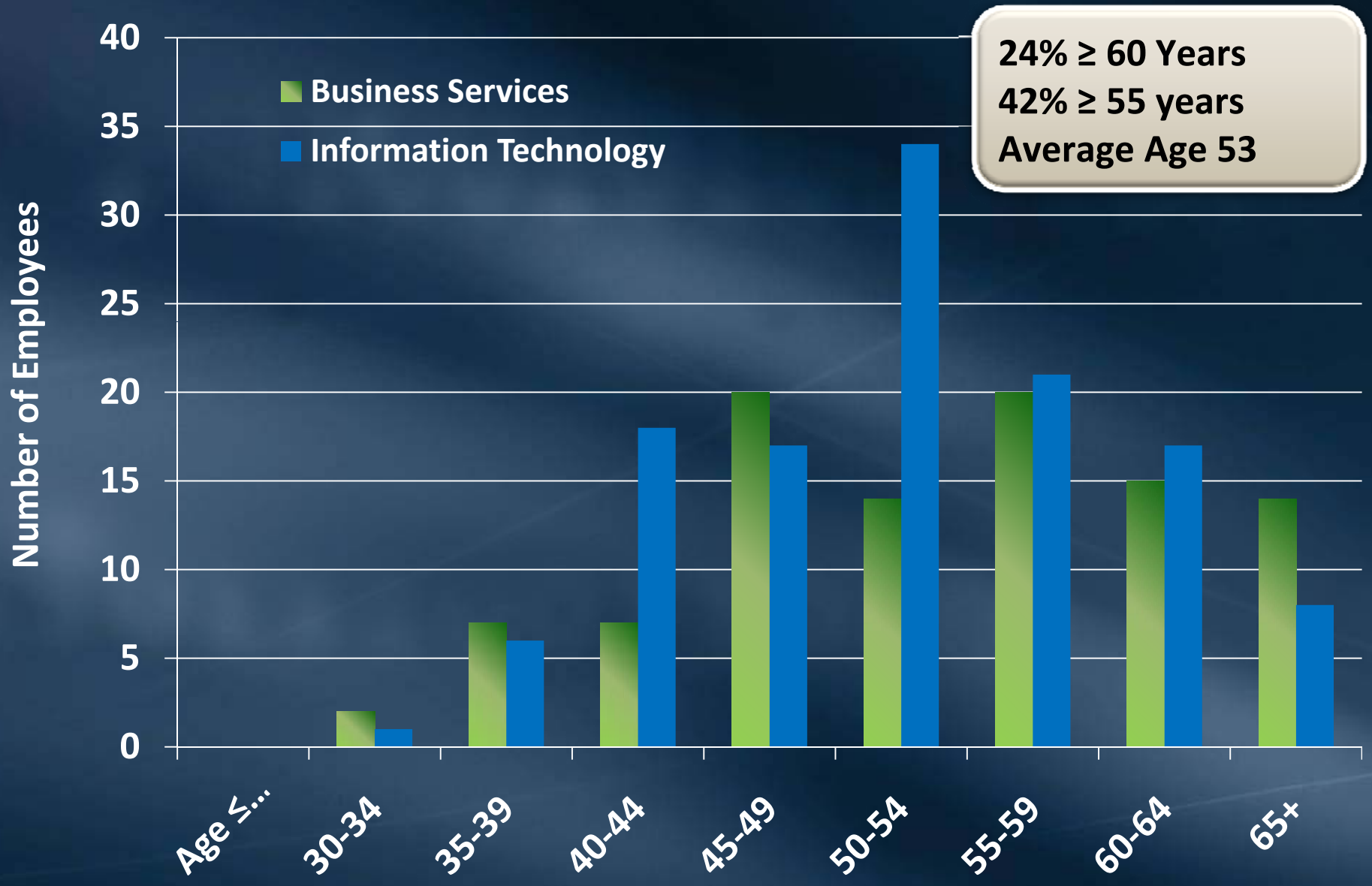
2. Preparing for an Evolving Future

   Changing technology, customer expectations, and new skill sets and job responsibilities

3. Mitigating skill-gaps and vulnerabilities

   Learning, development, and replacement strategies (training, outsourcing, hiring), motivation and career alignment

BTG Workforce Age Distribution



24% ≥ 60 Years
42% ≥ 55 years
Average Age 53

Changing Technology Is Reshaping Skill Needs

- Cloud Computing
  - Inside v outside computing; security challenges
- Digital Technology
  - Paper → Electronic formats; storage issues
- Mobile Technology
  - 1.4 Billion PC's vs. 5 Billion Mobile Devices
- Web-based Content Delivery
  - Content design and access

Comprehensive Workforce Skill Assessment

- Our Conclusion:
  - We determined that a systematic, consistent approach would ensure that future work needs can be addressed
- Our Strategy:
  - Identify skills needed to do the work, skill-gaps and vulnerabilities

Workforce Skills Assessment Process

- Review Team Mission
- Define Essential Functions and Skills
- Identify Skill-Gaps and Vulnerabilities
- Develop Strategies to Close Gaps
- Monitor Progress

Example – IT Technical Assistance Mission:

Provide a single point of contact to resolve all hardware, software, graphics, media, videoconferencing , and mobile device support

ESSENTIAL FUNCTIONS:

1. Provide technical advise on using state of the art IT technology
2. Provide technical support on mobile device applications
3. Provide training and step-by-step instruction on the use of applications with various technologies

Example: TAC Functions Analysis

ESSENTIAL FUNCTION 1:

Provide technical advise on using state of the art IT technology

ESSENTIAL SKILLS:

1. Provide complex technical support for Cloud and web-based applications
2. Ability to troubleshoot and debug mobile computing devices
3. Skill to provide operating systems support

Identifying Gaps and Vulnerabilities – TAC

Function: Provide technical advise on using state of the art IT technology

ESSENTIAL SKILLS	Employee 1	Employee 2	Employee 3 (Vacant)
	Proficiency Level	Proficiency Level	Proficiency Level
Skill 1	NONE	NOVICE	NONE
Skill 2	EXPERT	EXPERT	NONE
Skill 3	EXPERT	COMPETENT	NONE

What we found: Top 5 Skill Gaps -- Information Technology

1. Integrating Cloud technology with operational processes
2. Providing security in a Cloud environment
3. Utilizing mobile technologies
4. Transitioning to web-based applications
5. Supporting multiple operating systems

What we found: Top 5 Skill Gaps -- Business Services

1. Migrating Oracle to a Cloud environment
2. Negotiation skills for Cloud technology
3. Adapting digital imaging technology
4. Implementing an enterprise content management system
5. Integrating technology into business processes

Strategies to Close the Gaps

- Employee development plans
  - Training and education
- Acquire specialized expertise
  - Skills not easily obtainable
- Outsource functions
  - Function lends itself to contracting out

Monitoring Progress

- Periodically assess strategy effectiveness
- Are we closing the gaps
- Annually reassess new function and skill needs

Benefits of Workforce Skill Assessment

- **Maximize Training Plan Effectiveness**
- **Increase Readiness for Deployment of New Technologies**
- **Provide Continuity of Business Expertise**
- **Proactively Address Changing Business Environment**

Next Steps

- **Build individual training plans for each employee – 2nd Quarter 2012**
- **Reassess skill gaps**
- **Share lessons learned and assist other Groups**