

## Talent Management Maturity explained.

In summary, as a SkillsTX customer, a TMMA maturity level is calculated based on various indicators within the system. Together with the Employee Experience score these are a powerful series of KPIs to help ensure you become or remain an employer of choice by providing targeted career development opportunities for your employees.

**SUGGESTION:** Periodically (at least quarterly) check your progress towards Employee Experience Excellence and a TMMA level of 4 or above to underpin attraction and retention, reducing business risk and developing the skills required for your organization, now and into the future.

The following pages contain a detailed SWOT analysis against each maturity level.

## Level ZERO

Outside of the SkillsTX solution a maturity level of 0 indicates that there is no recognition of the need to manage the skills of your Information or Engineering Professionals. However, in the context of a SkillsTX customer, a score of 0 just indicates that you are at a pre-implementation phase. Clearly by using SkillsTX it is already recognized by your organization that skills should be managed to help attract, retain and develop skills and support a skills first approach.

## Maturity Level 1



### Strengths

At this level of Talent Management Maturity Assessment (TMMA), the following characteristics generally apply:

- You recognize Individuals should have an up-to-date and accurate skills profile.
- And that Job/Position Descriptions and/or Role Profiles should accurately reflect the skills needed.

### Weaknesses

Organizations at this level of maturity often face the following potential challenges, risks and issues:

- Staff retention and satisfaction are lower than they should be due to individuals feeling that their skills and experience are not valued, and that they are not given enough opportunity to maintain and develop their skills.
- Opportunities are missed to utilize existing skills in the organization, because there is no record of what skills are available.
- Recruitment is ineffective, leading to dissatisfaction or high employee churn.
- Training budgets are misspent as there is no relationship to priorities and needs of the business and the individuals.
- Too much reliance on training and certification that only demonstrates a theoretical knowledge rather than proven skills and competencies <https://SkillsTX.com/we-have-a-value-problem-in-it/>
- Misunderstanding of what a skill is, focusing on technologies rather than skills and competencies <https://SkillsTX.com/an-itch-i-need-to-scratch/>

### Opportunities

- Level 1 maturity doesn't deliver any tangible business benefits, but this position allows the opportunity to build a case for moving to the next stage of maturity.

- Look at the guidance on how to approach skills assessment, which, if done appropriately, will get you to level 2. <https://SkillsTX.com/what-is-the-best-skills-assessment-approach>
- The planning of communications and engagement for the individuals is essential to ensure maximum quality of data during skills assessment. Here is some guidance on this key aspect to ensure progress to level 2 maturity <https://SkillsTX.com/improve-your-sfia-assessment-communication-and-awareness/>

### Threats

All the previously identified priority challenges are compromised at this level of maturity. How do you know if you have the skills and experience necessary to do the following?

- Prevent data loss and Cybersecurity incidents?
- Successfully complete Digital Transformation?
- Operate your desired Operating Model
- Deliver service to agreed levels?
- Integrate during mergers and acquisitions?
- Recruit, retain and develop talented individuals?
- Ensure compliance with legislation and quality standards?
- Improve project success and support increased agility?
- Deal with constant change and growing demand?

Some organizations start their Talent Management journey by defining jobs/roles, and then assessing the individuals against these job/position descriptions or role profiles. Whilst there is some logic to this approach, our experience demonstrates why this is not the recommended approach. <https://SkillsTX.com/top-5-digital-skills-management-misconceptions/>

## Maturity Level 2



### Strengths

At this level of TMMA, the following characteristics generally apply:

- An accurate inventory of current skills
- Majority of individuals have skill profiles which include all their skills, not just the ones required for their current job or role
- Utilizing an internationally recognized skills framework to ensure completeness and currency

### Weaknesses

Organizations at this level of maturity often face the following potential challenges, risks and issues:

- Ensuring that the data is complete, by capturing all the skills an individual has, not just the ones which they are using in their current role/job.
- If you have only assessed people against the requirements of their current job description, you will be missing opportunities to use other skills which they have, and worse still you may be failing to support them in maintaining these skills – which means potential value lost for the organization and the individual.

### Opportunities

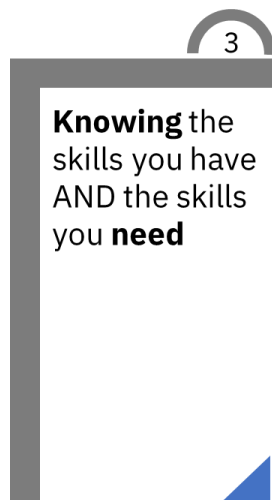
- The skills inventory data can be used to identify resources for agile sprints, projects, or other tasks.
- Skills data should be updated to reflect development actions being complete, including on-the-job experience, self-study, training, mentoring, coaching, job shadowing, and several other development activities.
- Empowering the individuals to take control of their own skills profile can improve morale, productivity, satisfaction, and retention.
- Look at the guidance on how to approach skills assessment, to ensure that you have gathered the quality of data you need, and that maintenance of the data is sustainable. <https://SkillsTX.com/what-is-the-best-skills-assessment-approach/>

- Examples of approaches to Role Profile and Job/Position Description Creation are provided in the “SkillsTX SaaS” section of this document, which will help guide movement towards level 3

### Threats

- All the threats described under level 1 remain at level 2 until gaps can be analyzed between required skills and current skills.
- Read this guidance to ensure you have truly captured all the skills of the workforce, not just the ones which they are using in their current jobs/roles  
<https://SkillsTX.com/assess-skills-you-have-versus-skills-you-need/>

## Maturity Level 3



### Strengths

At this level of TMMA, the following characteristics generally apply:

- Job Descriptions and Role Profiles are defined using the same skills framework
- Recruitment processes utilize skills descriptions and assessments
- Projects and business-as-usual skill requirements are expressed using the same skills framework
- Plus everything from level 2

### Weaknesses

Organizations at this level of maturity often face the following potential challenges, risks and issues:

- Development action plans (if they exist) are often only short-term focused as they can only highlight gaps against current requirements. As reported in 2018 by The World Economic Forum in "The future of jobs" report, "On average, by 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today". Ensuring the Job/Position Descriptions and Role Profiles are updated to reflect evolving requirements, will help individuals and their managers to reflect this in development action plans. Without this, there is a risk that gaps will remain, and individuals may not be able to perform at the required level, leading to business risk.

### Opportunities

- Underpin and sustain level 3 maturity and move towards level 4 by ensuring that skill gap analysis is undertaken, and all individuals create development action plans. Some guidance is available to show how this can be supported <https://SkillsTX.com/quick-and-simple-action-plans-based-on-skill-gaps/>

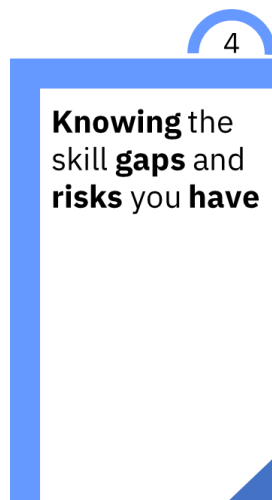
### Threats

- The inability to identify exactly what training is needed to address the skills required for your current job or future job, can threaten the value you get from training.

Review this guidance on how to address this area <https://SkillsTX.com/improve-your-skills-training-value/>



## Maturity Level 4



### Strengths

At this level of TMMA, the following characteristics generally apply:

- Majority of individuals can see the gap between current skills and required skills for current job and career paths
- Organizational management can pinpoint risks associated with not having critical skills at the right level, or single points of dependency. Examples:
  - Information and Cyber Security risks which might cause a breach, adverse press attention, and an impact on customer retention, reputation and share price
  - Supporting Governance, Risk and Compliance (GRC)
  - Transformation not being achievable due to lack of the essential skills to make the change and/or to operate in the new model
- Plus, everything from levels 2 and 3

### Weaknesses

Organizations at this level of maturity often face the following potential challenges, risks and issues:

- Managing the capabilities of contractors, contingent works, service providers and suppliers – as there is insufficient focus on skills, competencies, and experience.

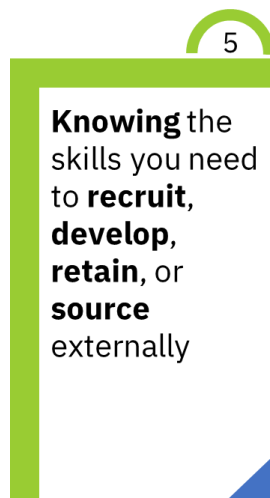
### Opportunities

- Ensure that the Level 4 maturity has a firm foundation and can be maintained by reviewing the workforce planning and development guidance <https://SkillsTX.com/workforce-planning-and-development/>
- Sourcing decisions can be better supported by first looking for the required capability internally, using the skills inventory data. Many organizations fail to recognize existing skills and complementary skills which might put an internal candidate in consideration for a development opportunity. If internal options don't exist, using the same discipline of expressing and assessing skills requirements can help ensure the most appropriate solution is selected.

## Threats

- Poor sourcing decisions and supplier selection
- Appointing contractors and contingent workers when there was a viable internal option

## Maturity Level 5



### Strengths

At this level of TMMA, the following characteristics generally apply:

- Full visibility of the data needed to support decisions on recruitment, development, retention, sourcing decisions, and many other aspects with a dependency on skills and competencies
- Plus, everything from levels 2, 3 and 4

### Weaknesses

Organizations at this level of maturity often face the following potential challenges, risks and issues:

- Sustaining up-to-date data, so effort must be focused on embedding mature Skills Management capability as part of the on-going operational processes

### Opportunities

- Extending the benefits into additional business processes and areas

### Threats

- Maintaining the data to ensure everything is up-to-date
- Embedding and extending the use of a skills approach within business processes and normal operation of the organization