



# Gap to map

Win the talent game  
with skills mapping

Get started



# Contents



Building skillsets for tomorrow

4

What is skills mapping?

6

Drivers of skills mapping

7

Is skills mapping right for you?

8

4 questions skills mapping can help you answer

9

Preparing for skills mapping

10

Step-by-step plan to conduct a skills analysis

11



## Introduction

# Are you cultivating the talent today that your business will need tomorrow?

Thriving in a changing business environment requires a new way of thinking about recruiting and developing talent. Winning the talent game and filling the skills gap calls for a modern workforce development approach, one that maps skills, expertise and education to the strategic needs of your business now and in the future.

 55 million

Number of job openings to be created by 2020

# Building skillsets for tomorrow

## 10 future forward skills



### Sense making

Ability to determine the deeper meaning or significance of what is being expressed



### Cognitive load management

Ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques



### New media literacy

Ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication



### Social intelligence

Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions



### Novel and adaptive thinking

Proficiency at thinking and devising solutions beyond which is rote or rule-based



### Computational thinking

Ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning



 48%

Percentage of new jobs that will require a mix of hard and soft skills



### Cross-cultural competency

Ability to operate in different cultural settings



### Virtual collaboration

Ability to work productively, drive engagement and demonstrate presence as a member of a virtual team.



### Design mindset

Ability to represent and develop tasks and work processes for desired outcomes



### Trans-disciplinarity

Literacy in and ability to understand concepts across multiple disciplines





# What is skills mapping?

Skills mapping can play an important role in your organization's talent management strategy.

It is a process that helps determine future talent needs based on your growth path, assess your current staff to meet those needs, identify high performers for future recruitment and identify skills and talent gaps.



**Career profiles** of each employee are created



**Skills, competencies and capabilities** of each employee are charted



**Analysis of the talent** and potential of employees is conducted to determine where each can add value to the business now and in the future



**6-9**  
months

On average, the number of months' salary it costs businesses to replace every lost employee.



# Drivers of skills mapping

Why is skills mapping on the radar for an increasing number of employers today?

Today's business environment is characterized by the following distinct factors, which are driving the need for a new approach to talent management.

- A diverse workforce requires a focus on individualization which maps to employees' unique skills, needs and career goals.
- Big data and analytics is providing the opportunity to better track and map employees' skillsets and capabilities.
- Today's world of work is highly skills-centric. New skills are emerging and changing quickly.
- Businesses need an increasing diversity of skillsets in their workforces in order to compete in the marketplace.







60%

Percentage of US employers  
with job vacancies  
for >12 weeks



# Is skills mapping right for you?

Skills mapping is especially valuable to organizations that lack structure around their talent management process, including creating job descriptions and conducting interviews.

Businesses that do not employ a holistic competency model focused on behavioral skills, or which have siloed systems to manage recruitment, development, and talent deployment, may especially find value in the skills mapping exercise.



# 4 questions skills mapping can help you answer

At each step of the process, make sure you are tracking to your goals.



1

Do you have a clear understanding of your employees' skills?



2

Do you have a system in place to track skillsets and competencies?



3

Have you identified gaps in competencies?



4

Do you apply knowledge gained from a tracking system to provide training and develop career paths?

# Preparing for skills mapping

Consider these questions to ensure your organization is ready to integrate skills mapping into your talent management process:

1

What does talent look like in your organization?

2

What talents and skills are needed for your current and future business strategy?

3

Do your job descriptions define essential competencies for each position?

4

What process was used to define the competencies?

5

What criteria were defined for development of the job competencies?

6

Are the competencies aligned to business strategy?



24 million

Number of new positions to be created by 2020





# Step-by-step plan to conduct a skills analysis





# 1

## Identify business goals

What are your  
current and  
future goals?

Prepare a project plan that lists the current business needs and strategic objectives of your organization. Identify the procedures and processes in place as well as the types of personnel required to carry out company functions.



## 2

### **Define important skills for each role**

What skills does your organization value?  
What skills are required by employees to perform their role now and in the future?

Your answers to these questions will help set realistic expectations in working to close a skills gap. Consider your company's job descriptions, business objectives and core values. Survey team members to determine what skills may be missing and categorize skills based on the data you collect.

[View competencies](#)



# Categorizing key competencies



**Functional**



Data analytics



Customer relations



Continuous improvement



**Technical**



Financial modeling



Coding



Website design



Equipment maintenance



**Leadership**



Team building



Goal setting



Role modeling



Effective communication



# 3

## Conduct an inventory of employees' dynamic skills

Categorize skills based on business needs.

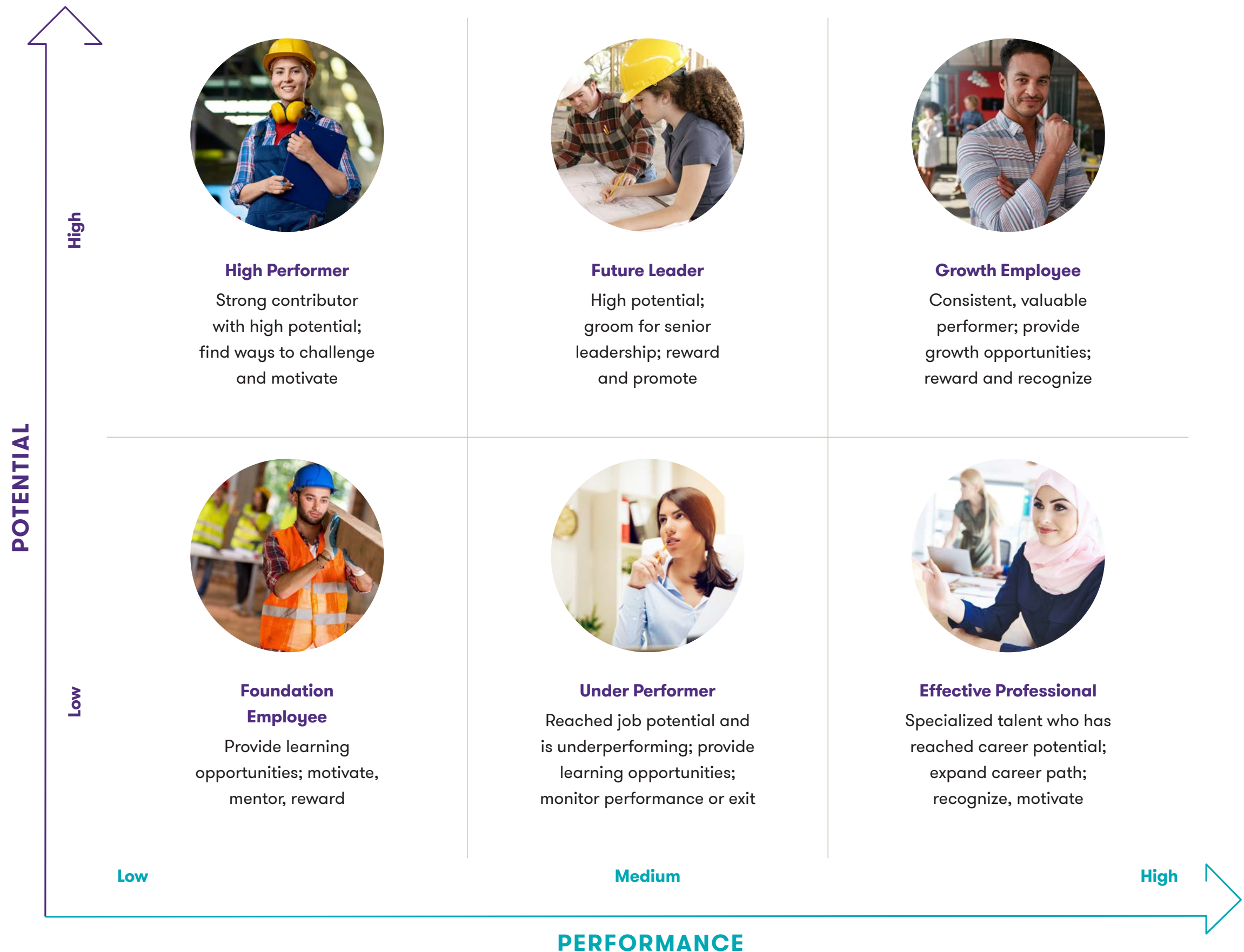
Include functional skills, such as financial modeling or accounting, technical skills, such as programming, and soft skills, such as the ability to work in teams and problem solve.

- Categorize the level of skills for each employee based on an appropriate ranking, such as novice to expert.
- Look beyond job titles to consider what skillsets employees may not be using.
- Update your inventory as employees' skills evolve, as your organization's needs change, or as new roles are created.

[View employee skills assessment tool](#)



# Employee skills assessment tool







## 4

### **Organize the skills inventory**

Your needs should influence how you structure your data.

Once you've identified employees' skillsets, develop an organizational system that will allow you to search and access the data efficiently. Create a taxonomy that will allow you to organize the data to produce useful results.



# 5

## Analyze the skills

Identify where you need help.

With the data in place, you can begin analyzing it to determine where employees are the strongest and where improvement is needed. Focus on both functional and technical skills and identify missing skills and knowledge required to meet business goals and role objectives.





# 6

## Train for skills gaps

Once you've built an inventory and analyzed your employees' skills, you can start planning for the future.

After determining existing skills gaps, one option is to design, create and deliver strategic training to help close the gaps.

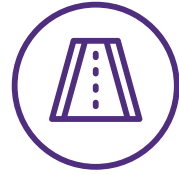
Consider professional training firms, online courses, voluntary employee mentorship programs and industry events and conferences.

Use the data obtained during the skills mapping process to develop training paths and leadership development programs.

[View steps to train for skills gap](#)

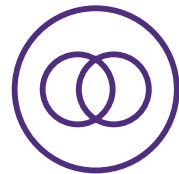


## Steps to train for skills gap



**Step 1**

**Identify career pathways**



**Step 2**

**Connect skills to courses  
and training curricula**



**Step 3**

**Order skills by complexity**



**Step 4**

**Categorize skills** (foundational,  
technical, intellectual, behavioral)



**Step 5**

**Provide work-based  
professional development**





# 7

## Hire for skills gaps

When hiring to fill skills gaps, modify the hiring process to screen for skills the company needs.

While many organizations understand the value of skills mapping, few are implementing it in their talent management program.



**Add skills assessments**, such as writing samples and numerical reasoning tests.



**Use structured and behavioral interviews** to assess for soft skills.



**Ensure your criteria** for choosing a candidate are appropriate.





# 8

## Measure your progress

### Are you closing the gaps you've identified?

Skill gap analysis and efforts to close those gaps should constantly be measured to see the impact on your business goals. By measuring, you can determine which tactics are most effective and where you need to reevaluate your strategy.



**Capture career conversations**  
with employees



**Measure retention rate of employees**  
who have participated  
in skills mapping



**Identify business performance**  
resulting from  
employees



**Measure the number**  
of employees who have  
made career moves as a  
result of the skills map





# Conclusion

Skills mapping allows businesses to create a roadmap for future recruiting, employee development strategies and succession planning.

Understanding what skills and talent are most needed to achieve current and future business goals is critical to making the right investments in activities today to prepare your business for tomorrow. However, skills mapping is just one step in informing a broader workforce strategy. It's important to connect it to larger, unified and strategic goals.

Founded in Chicago in 1924, Grant Thornton LLP (Grant Thornton) is the U.S. member firm of Grant Thornton International Ltd., one of the world's leading organizations of independent audit, tax and advisory firms. Grant Thornton (GTIL), which has revenues in excess of \$1.7 billion and operates 60 offices, works with a broad range of dynamic public and privately held companies, government agencies, financial institutions, and civic and religious organizations. GTIL and the member firms are not a worldwide partnership. Services are delivered by the member firms. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.

Please see [gt.com](https://www.gt.com) for further details.

#### REFERENCES

1. Employee Retention—The Real Cost of Losing an Employee
2. Georgetown's Center on Education and the Workforce
3. We need a better way to visualize people's skills
4. Future Work Skills 2020 (Institute for the Future for the University of Phoenix Research Institute)
5. Help Wanted: How Middle Market Companies Can Address Workforce Challenges to Find and Develop the Talent They Need to Grow

