



# IBM HR Summit

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How Sprint used IBM Job Competencies (Talent Frameworks) to Improve Costs and Productivity

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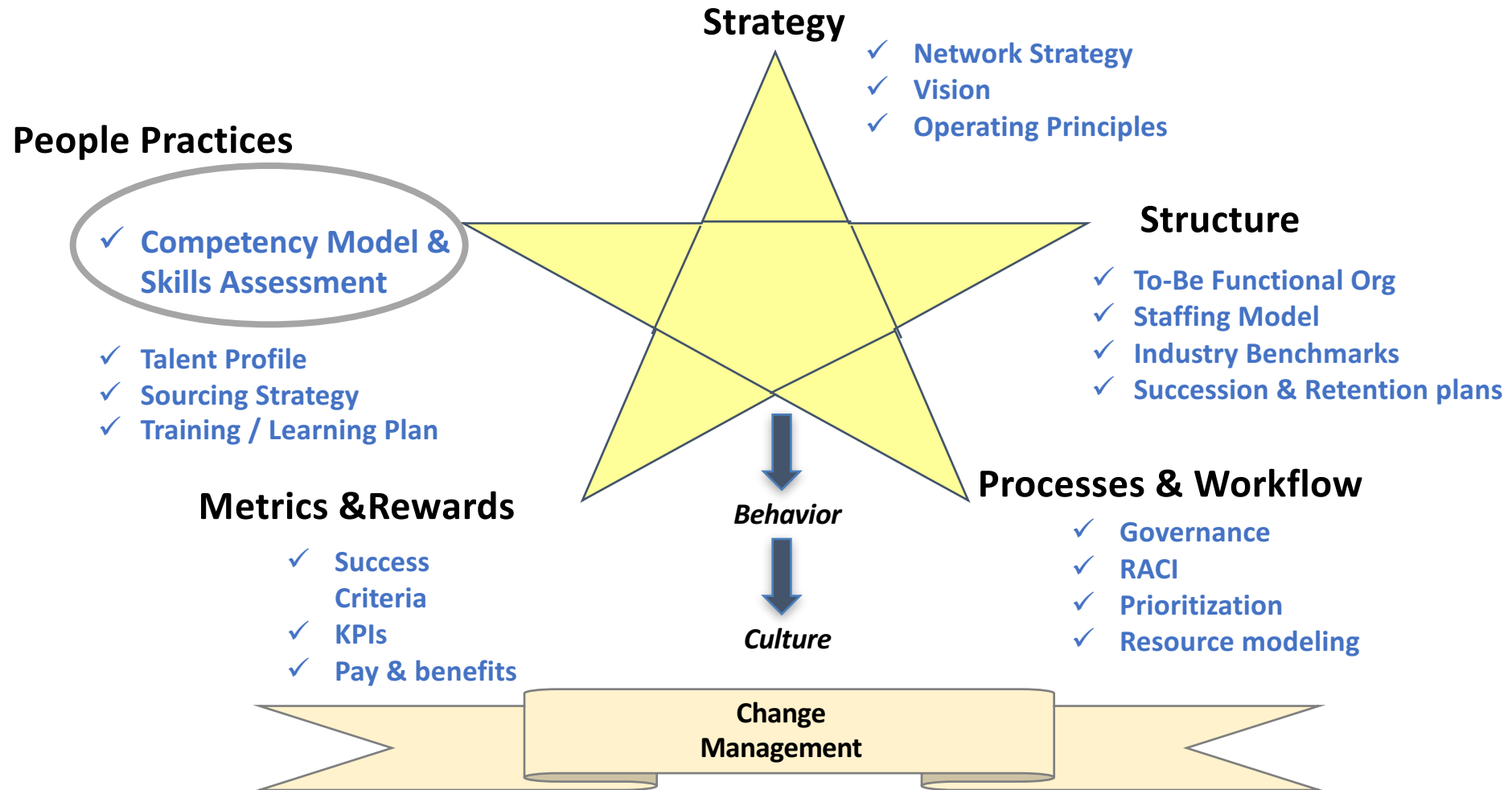
# The Challenge

- History of the request
- Business unit workforce plan
- Overview of Network/IBM purchase
- Main components of the model & tool
- Change management & executive support

# History of the Request

- 2013: Executive Leadership team requests help from HR to ID technology skills
- March 2014: In-house talent profile launches
- Feb 2015: Talent Management team researches Build vs. Buy
  - Build Analysis: High LOE, High Cost, Long turn around time
  - Buy: World-wide search for models and tools led HR team to recommend IBM
  - Buy: Team of 70 IO Psy, 25 years of data, Advanced tools
- Dec 2015: Business Unit signs agreement with IBM
  - Full Library of Competencies: 4999 licenses, no expiration
  - Tool: 3000 licenses & 12 months of use
  - Training/Consulting services

# Workforce Plan: Q415 - 2017



\* Adapted from Galbraith

# Why IBM and Why a Competency Model?

## What is it?

The IBM competency content and tool will enable us to define criteria to forecast the talent required to execute the Network Plan, and identify key skills and gaps within the current talent pool.

## Why do we need it?

Our current workforce management approach does not enable us to readily identify the skills and expertise within our geographically dispersed highly skilled organization. To reduce our outside contractor spend and manage the project workloads this type of accuracy is required.

## Desired outcomes:

- Get the right number of people with the right skills in the right place at the right time!
- Cost of a poor hire includes lost productivity, low employee engagement and morale, and poor customer relations ( \$25,000\* per employee)
  - If we reduce just 13 poor hires or moves, we have positive ROI (\$338k cost of system)

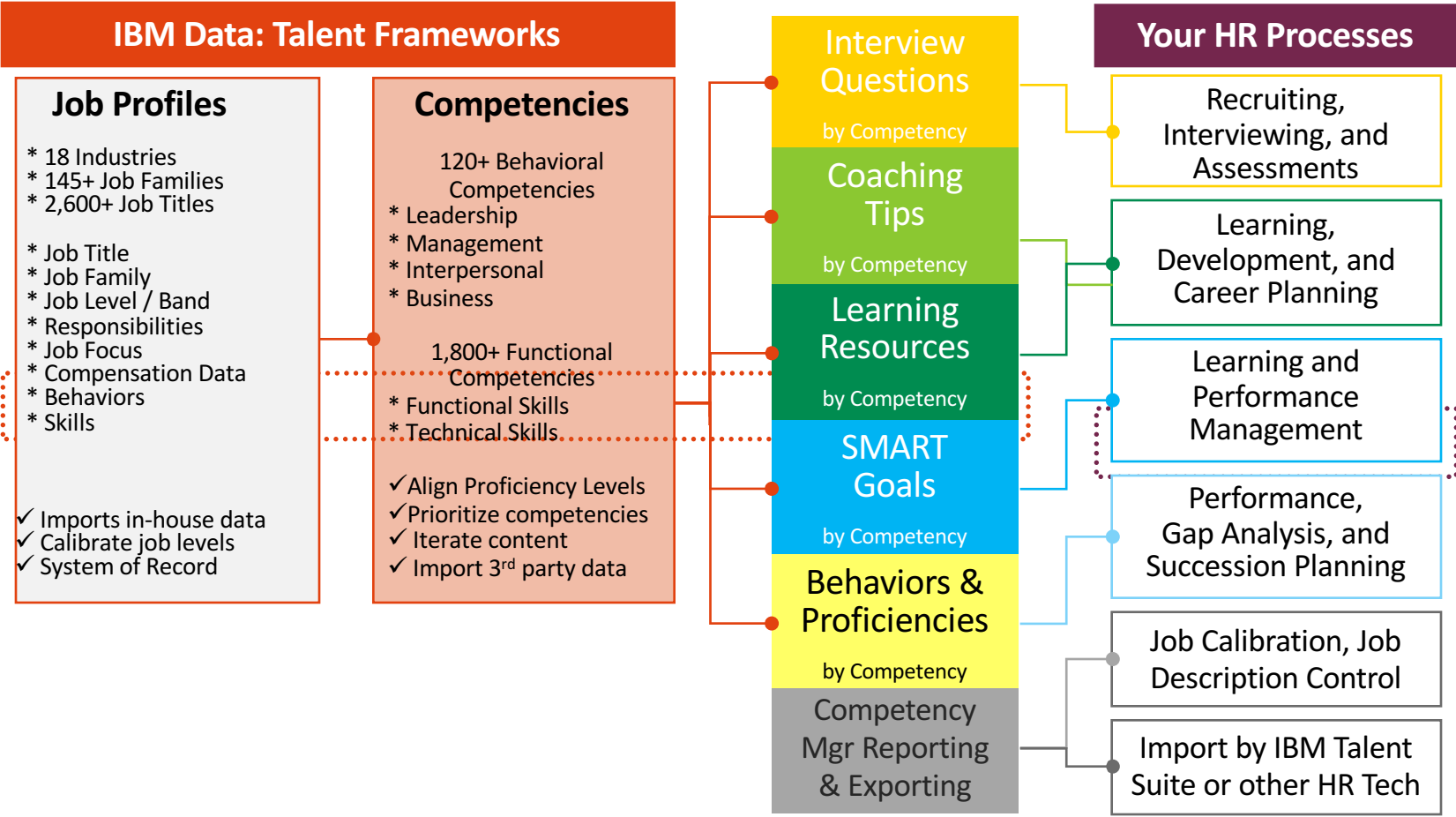
Career Builder survey regarding the cost and frequency of a bad hire:

[http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?sd=5/8/2013&siteid=cbpr&sc\\_cmp1=cb\\_pr757\\_&id=pr757&ed=12/31/2013](http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?sd=5/8/2013&siteid=cbpr&sc_cmp1=cb_pr757_&id=pr757&ed=12/31/2013)

Saratoga and others estimate 50% to 150% of salary as the cost to re-hire a poor hire.

# Talent Frameworks: Data Architecture & Linkages

Customizable to meet Sprint's needs: Sprint's leadership competencies will be loaded into the tool



# IBM Competencies Allow for Sprint Integration

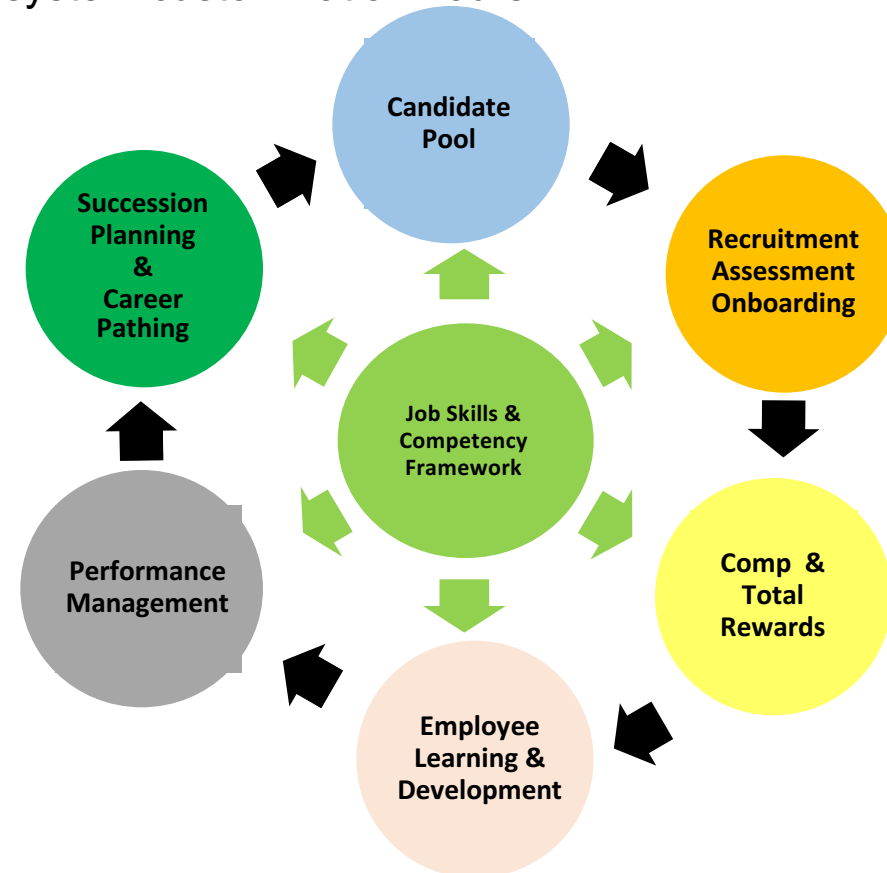
The Competency Framework allows Sprint flexibility:

- Formal Impact Analyses will highlight opportunities and risks with any further integration with Sprint HR systems, policies and procedures
- The Business Unit purchased the “Out of the Box” tool and competencies
- Current SOW does not include HR system customization hours

## ***Business Impact of using Competency Framework***

- *Quality of Hire: 17% improvement*
- *Employee productivity: 14% improvement*
- *Overall Turnover: 10% reduction*
- *Recruiting Costs: 12% reduction*
- *Learning: up to 189% improvement*
- *Compensation: Link pay to Skills & reduce job titles*
- *Onboarding: Faster*

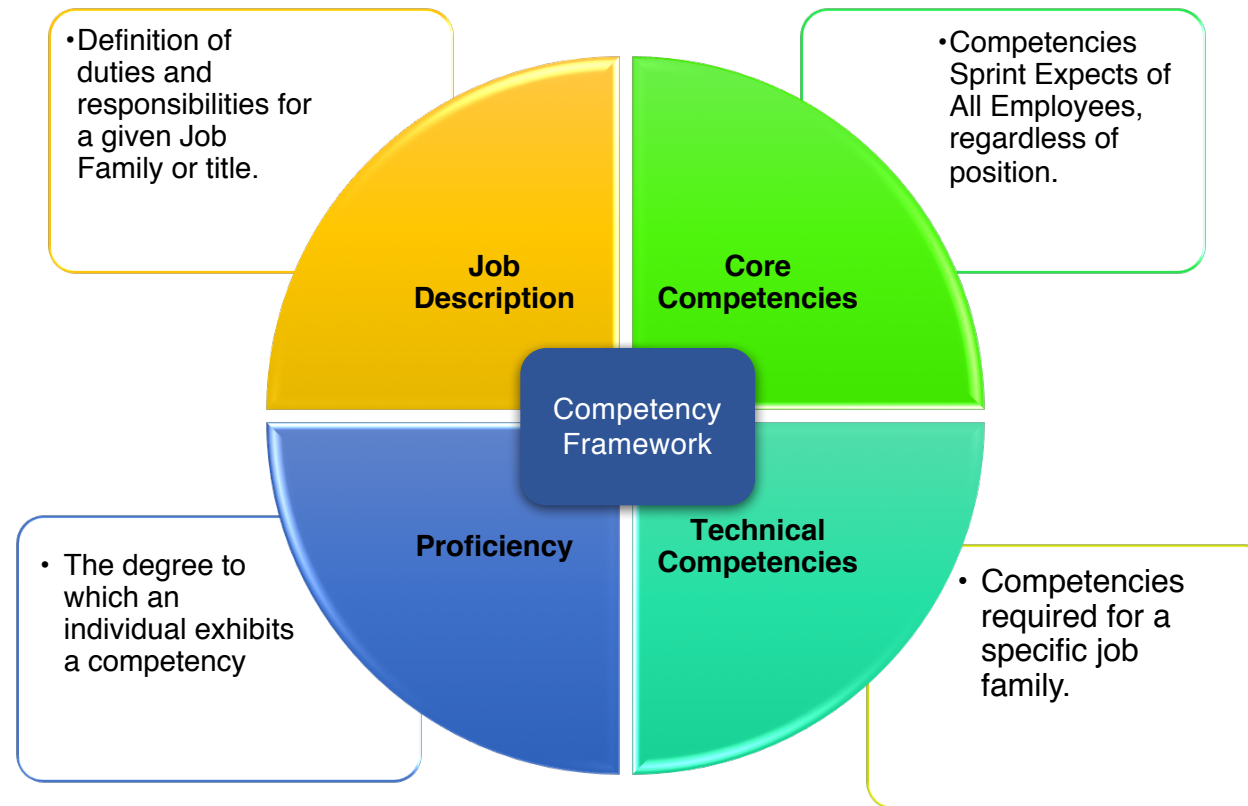
***\*\*From: Aberdeen Group, IBM & Bersin***



# Competency Framework:

## What is it?

A framework for defining the skill and knowledge requirements of a job. Competency models are widely used in business for defining and assessing competencies within organizations in both hard and soft skills.





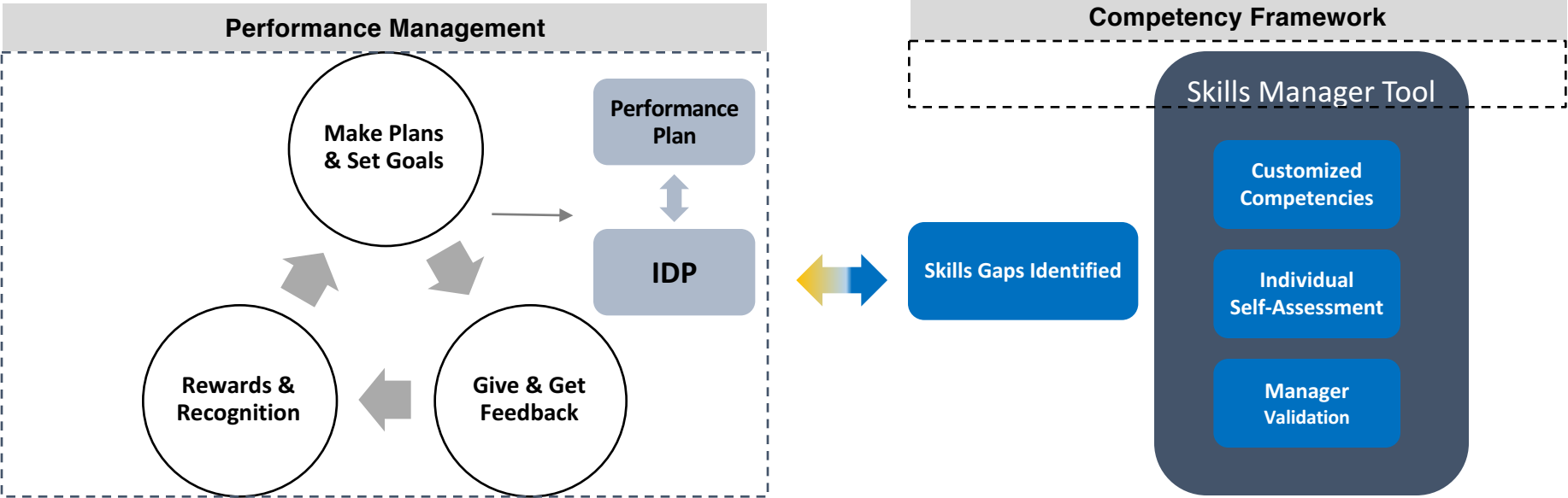
# Proficiency Levels- ex: Telecom Trends and Directions

Technical - Telecommunications **Description:** Knowledge of the development, trends and marketplace experiences related to telecommunications networks and services; ability to anticipate and adapt to those that will impact the organization.

Level	Skill Details
0. <b>No Knowledge</b>	<ul style="list-style-type: none"> <li>▶ No knowledge</li> </ul>
1. <b>Basic</b>	<ul style="list-style-type: none"> <li>▶ Lists and broadly describes major trends and innovations.</li> <li>▶ Describes major industry initiatives and key concerns.</li> <li>▶ Highlights company initiatives associated with a major trend.</li> <li>▶ Locates internal or external publications and other sources of information on trends and directions.</li> </ul>
2. <b>Working</b>	<ul style="list-style-type: none"> <li>▶ Assists with implementing innovations in a specific area of telecom.</li> <li>▶ Documents the features and implications of a specific trend in telecom.</li> <li>▶ Explains telecom benchmarks and relates to own organization.</li> <li>▶ Researches, summarizes and communicates information on trends and directions.</li> <li>▶ Discusses several pertinent telecom trends.</li> </ul>
3. <b>Advanced</b>	<ul style="list-style-type: none"> <li>▶ Anticipates the organization's future position on telecom technology or service-related trends.</li> <li>▶ Evaluates organization's position in relation to industry leaders and trend setters.</li> <li>▶ Trains others using case studies and relevant sources of information and articles from key industry publications.</li> <li>▶ Evaluates organizational implications associated with major trends.</li> <li>▶ Monitors, analyzes and communicates challenges and opportunities with adopting new network technologies.</li> <li>▶ Participates in shaping the organization's position on all major new technologies.</li> </ul>
4. <b>Extensive</b>	<ul style="list-style-type: none"> <li>▶ Presents alternative views of key trends and innovations and their implications.</li> <li>▶ Consults on industry and marketplace experiences with new technologies.</li> <li>▶ Researches and predicts enterprise-wide impact of all major technology trends.</li> <li>▶ Designs the organizational strategy related to major telecom trends.</li> <li>▶ Leads the evaluation of implications of all major telecom trends; communicates results throughout the organization.</li> <li>▶ Leads discussions on the history, evolution and future of telecommunications products, technologies and services.</li> </ul>

# How Will We Use It?

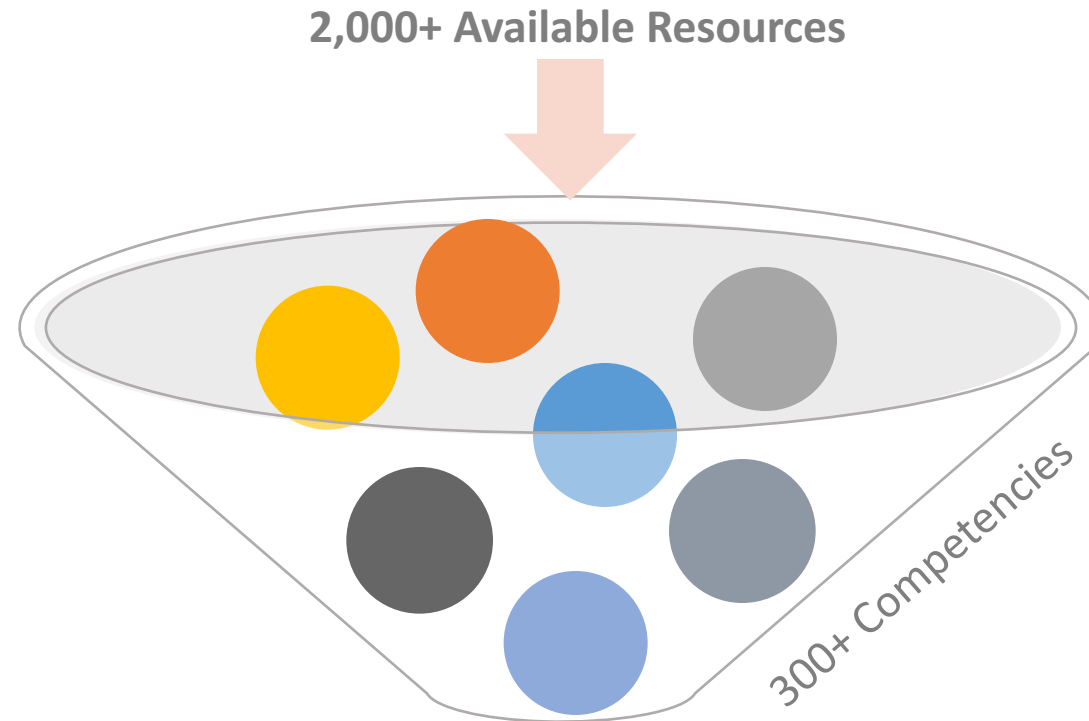
- **You and your team** will be the primary users
- The output will be used for building **Individual Development Plans (IDP)**
- It will **not** replace the performance management system/process



# Mapping Learning Resources to Competencies

## Current Resources

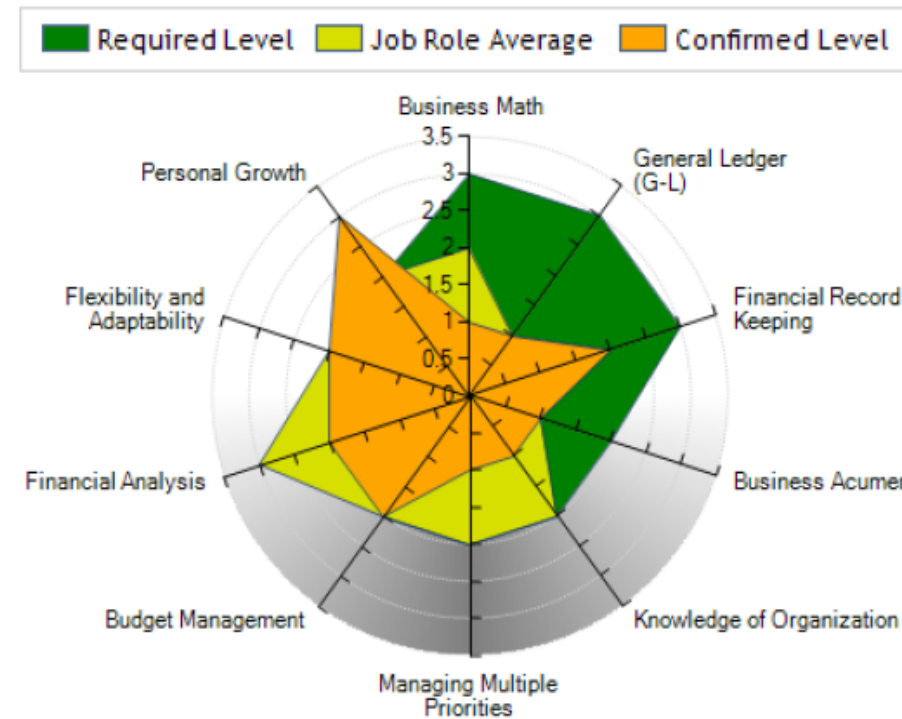
- Sprint Internally Developed
- Sprint Leadership Resources
- Skillsoft Web-Based
- SkillSoft Knowledge Centers
- Crisp Self-Paced Workbooks
- IBM Identified Learning Activities
- Books 24x7



# IBM Skills Manager Tool

## The tool provides

- Employee Skills Inventory & Skills Proficiency measurement entered by employee & validated by Manager or other designated person
- Skill Gap Analysis (individual, team, division, company)
- Individual Development Plan (IDP)
- Career Planning and Job options based upon Skills
- Management Reports
  - Organizational capability - Strengths & Weaknesses
  - Health Check - Knowledge & Skills
  - Organization Trend Analysis
  - Expertise Finder



# Skills Manager: Employee Competency Gap Analysis

How do our team managers know which employees require the greatest development?  
 And which competencies should they target for development?

**Legend**  % without gap  % with gap  No skill gaps

Team	Skill Gap	Members with Gaps	Skills with Gaps
Finance and Accounting (and sub teams)	<div style="width: 12%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 12%	14 / 17	127 / 427
Finance and Accounting	<div style="width: 12%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 12%	14 / 17	127 / 427

Team	Members with Gaps	Skills with Gaps
Finance and Accounting	14 / 17	127 / 427

Person	Position	Skill Gap ▼	Skills with Gaps
Carly Calvert	Finance Manager	<div style="width: 27%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 27%	31 / 61
Mike Palmer	Accounts Payable Manager	<div style="width: 26%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 26%	27 / 55
Ali Bateman	Accounts Receivable Manager	<div style="width: 26%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 26%	19 / 37
Asa Mobbs	Accounts Payable Supervisor	<div style="width: 21%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 21%	14 / 35
Janet Woolley	Budget Analyst	<div style="width: 19%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 19%	8 / 22
James Hamer	Accountant	<div style="width: 15%; background-color: yellow; border: 1px solid black; display: inline-block;"></div> 15%	6 / 22

# Skills Manager: Subject Matter Expert Identification

Basic

Enabled	Criteria	Level	1	2	3	4	Delete
<input checked="" type="checkbox"/>	★ Financial Analysis	Level:	1	2	3	4	Delete
<input checked="" type="checkbox"/>	★ Financial Forecasting and Modeling	Level:	1	2	3	4	Delete
<input checked="" type="checkbox"/>	★ Financial Reporting	Level:	1	2	3	4	Delete
<input checked="" type="checkbox"/>	⚙ Finance and Accounting	<input checked="" type="checkbox"/> Include Sub Teams					Delete
<input checked="" type="checkbox"/>	📄 Location: New York						Delete
<input checked="" type="checkbox"/>	👤 Finance Manager	Persons with Job Role					Delete

Maximum persons returned: 50 Search Clear Save Legend

How can we find out who does what in the organization so that we can put the right people on the right project?

Maximum persons returned: 50 Search Clear Save Legend

- Not Matched
- Criterion Disabled
- Matches Criterion
- Exceeds Criterion
- Matches [NOT] Criterion

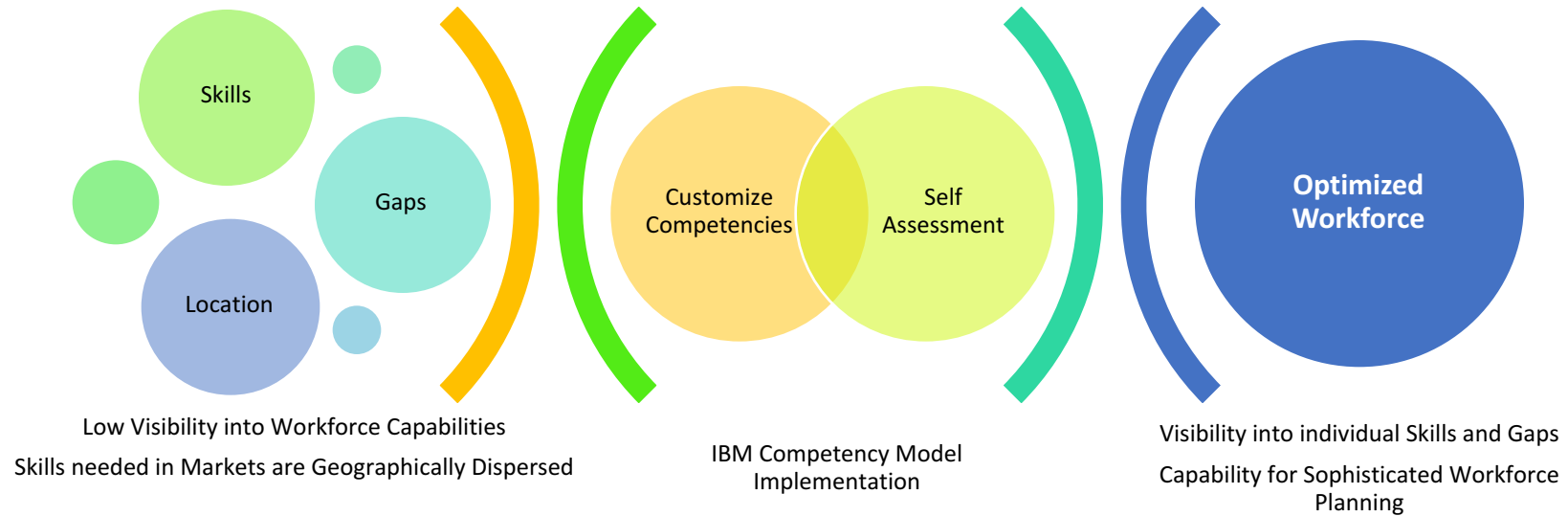
Export to Excel

Person Matches Criteria Matches Save

	Name	Match%	Crite
	<a href="#">Carly Calvert</a>	100	1 2 3 4 5 6
	<a href="#">Cecil Nielsen</a>	83	1 2 3 4 5 6
	<a href="#">Nicholas Brown</a>	66	1 2 3 4 5 6
	<a href="#">James Hamer</a>	50	1 2 3 4 5 6

# Outcomes

Current State  Target State



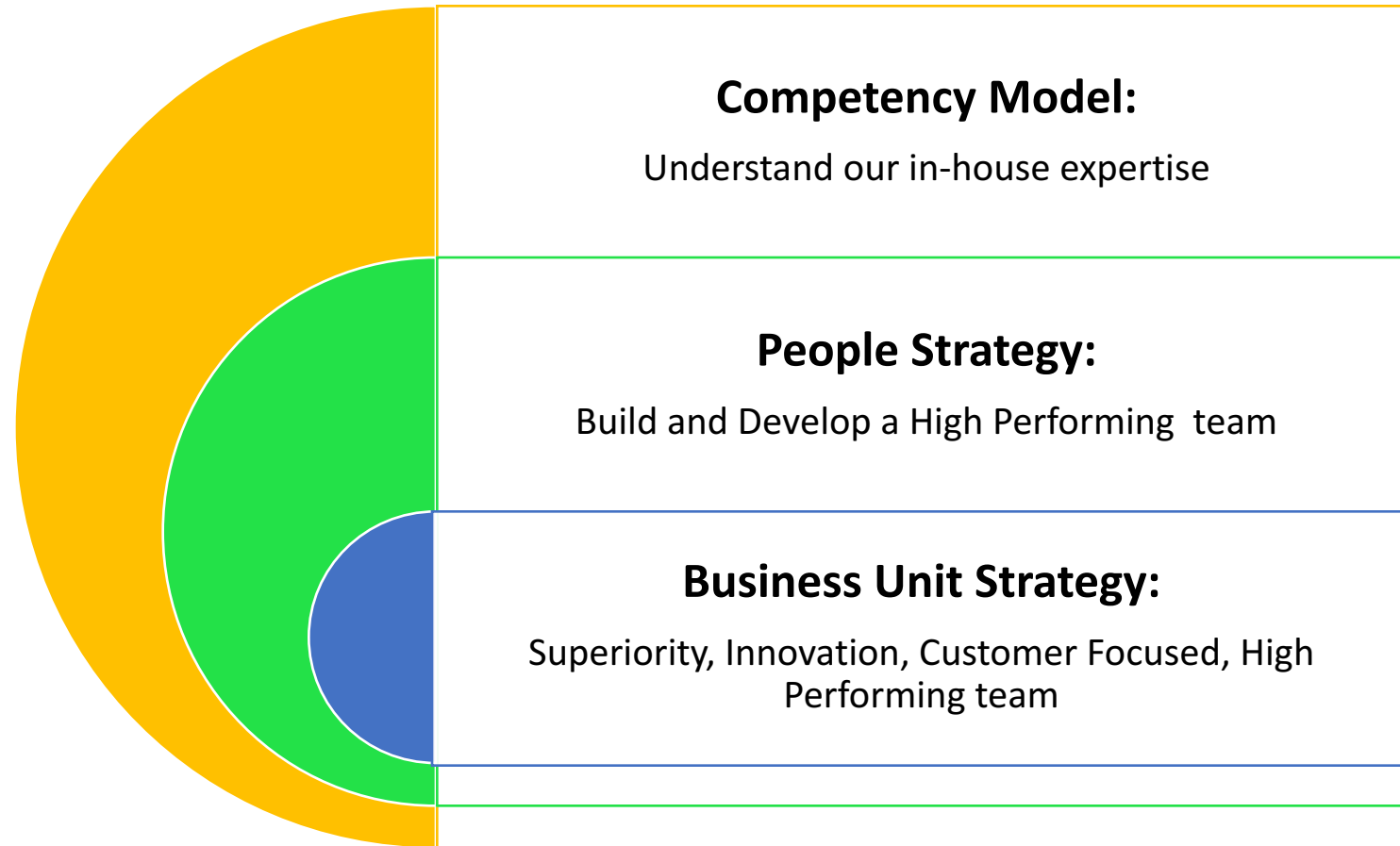
Where are resources with skills who can support workload in the regions?

Workforce Plan can be developed to close gaps where we need SMEs.

# Communications & Executive Support



# Messaging: Part of Something Bigger

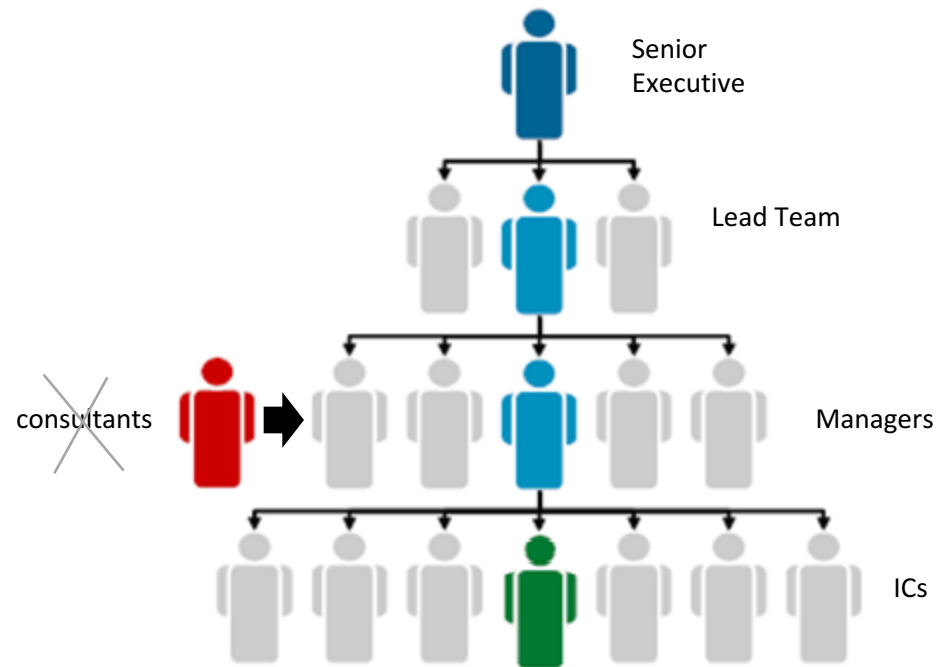


# We Asked and You Told Us

## Employee Feedback

- Have the leadership under that VP confident in what everyone is doing and where we are going. Let's make sure we put people in positions where they are suited, to make everyone work together in the most effective manner.
- Sprint has invested thousands of dollars in my college & graduate degrees, bonuses and awards along with tons of training over 20+ years. I want a system which can advertise my skills, talents and merits.
- Provide me with consistent leadership and actions which promote employees growth, progression and abilities.
- In the last few years there has been less time for personal grooming of employees. I personally feel that Sprint has gone away from programs the promote growth opportunity for the average employee
- Offer leadership training to turn SMEs of today into leaders of tomorrow.

# Top Down Support is Critical



- These types of projects require heavy sponsorship, buy-in and communication starting at the executive levels
- The content and tools can be world class, but the messaging around the “why” and “what’s in it for me” will be key
- The message won’t resonate if an “outsider”/consultant communicates the plan and benefits

# Governance: Key Roles & Responsibilities

## Executive Sponsors

- Set strategy and approve the business case
- Create buy-in throughout the organization; cascade messaging
- Mitigate issues and make decisions, as needed

## Executive Steering Committee:

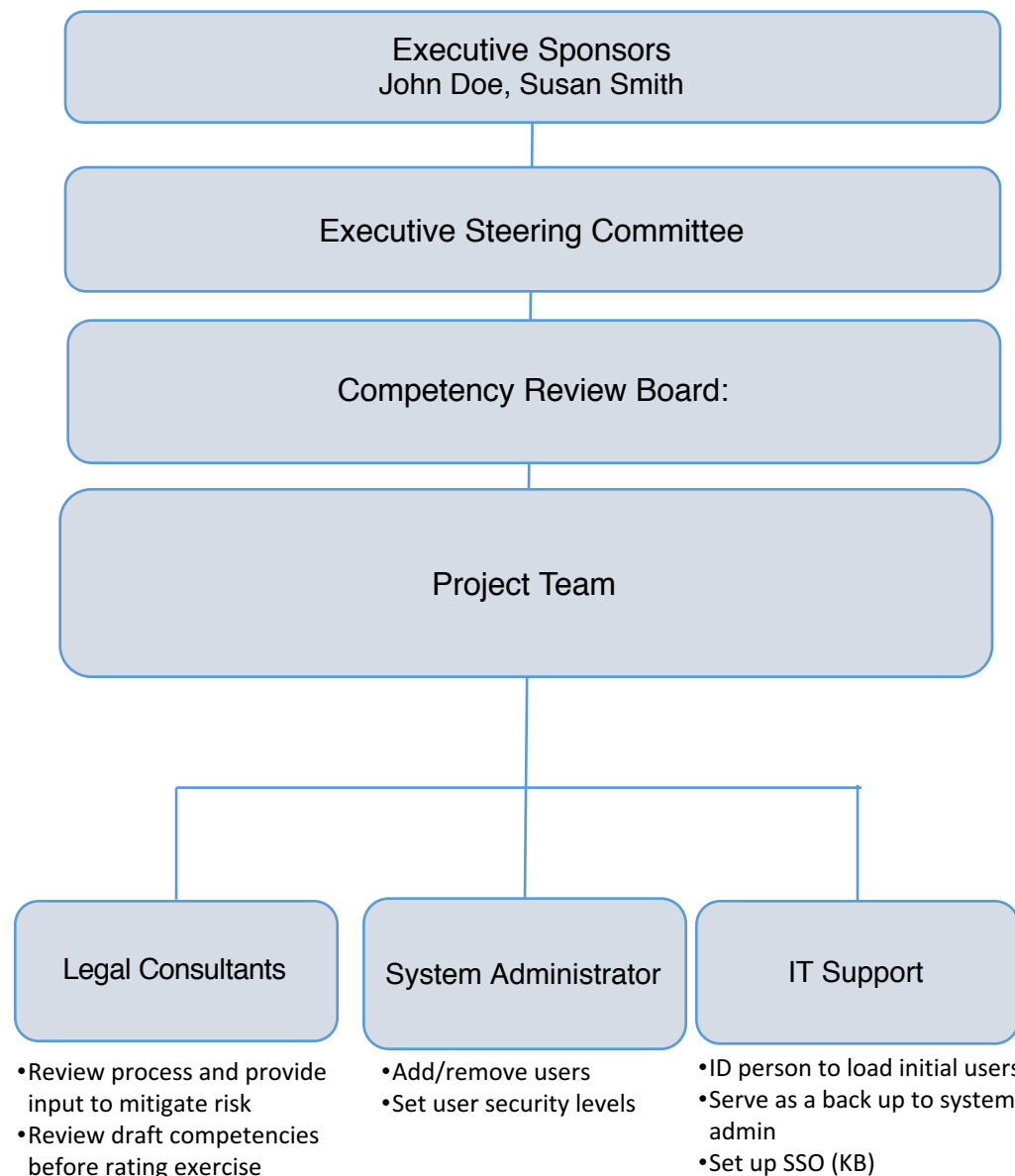
- Define program charter, priorities, business case & guiding principles
- Make decisions to drive initiative progress; resolve issues as needed
- Deliver program messages and ensure buy-in across the org
- Review workforce planning reports

## Competency Review Board

- Review/Confirm SME choices
- Deliver program messages and ensure buy-in across the org
- Review communications
- Identify Network SMEs
- Identify risks and implement risk mitigation plans

## Project Team

- Review competencies before rating exercise
- Lead execution of Competency Model Implementation
- Customize competency model before focus groups
- Schedule focus groups, prep participants
- Map Sprint jobs onto IBM competencies
- Conduct focus groups with SMEs
- Tailor IBM competencies to Sprint's jobs
- Define meeting cadence and agendas
- Identify risks and implement risk mitigation plans
- Drive on-time delivery of initiatives through status reporting and issue identification and mitigation
- ID stakeholders, needs and impacts & create/ execute communication



# What is needed from you?

Work with the project team to identify select SMEs in each major job family in our organization who can help customize the competencies and proficiency levels required to do their job.

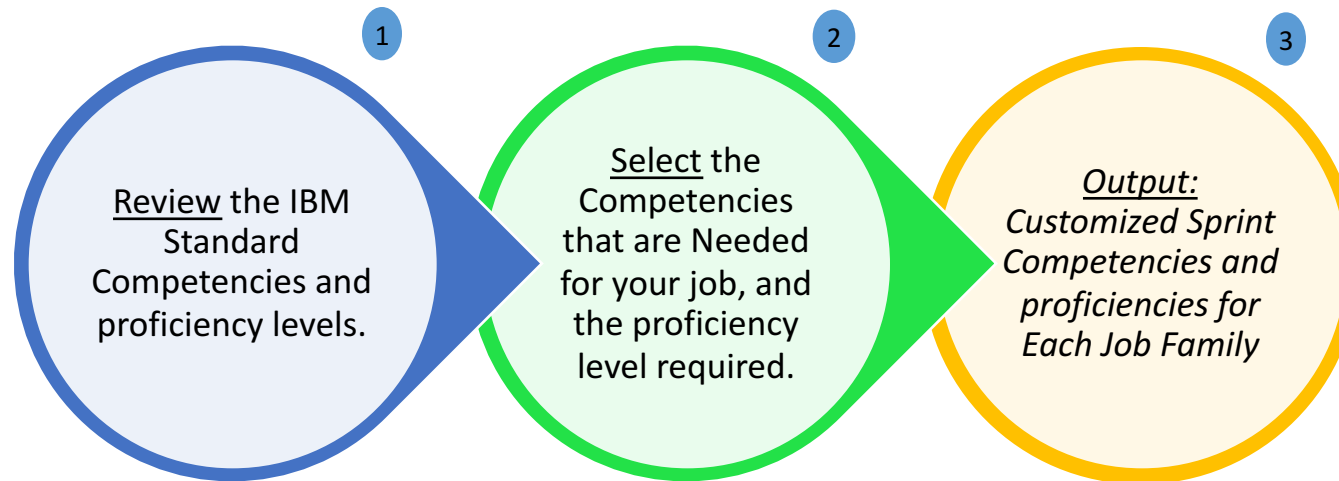
Criteria for Selecting SME:

- Seasoned professionals/subject matter experts from within the Job Family
- Capable of focusing on the requirements of the job as the organization moves towards its goals; not a particular employees current capabilities
- Trusted decision makers
- Visionary and flexible in their thinking
- Capable of being champions for the project
- Respected professionals in their field, credible to their colleagues

# What is needed from the Team?

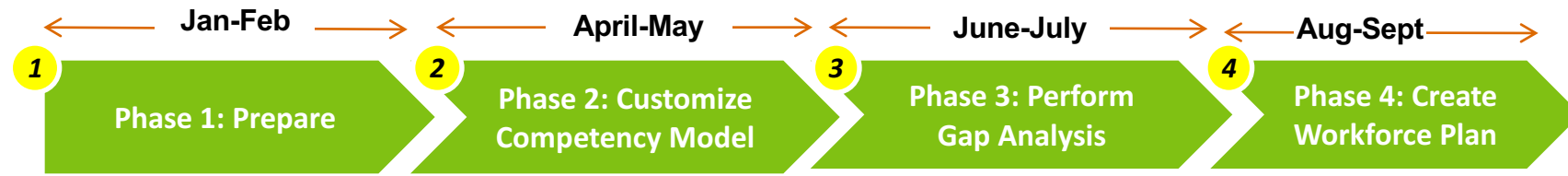
1. We need for the SMEs you select participate in workshops, during which they will help customize the competencies and proficiency levels required to do their job.

3.5 hr. Facilitated Workshops being conducted for each major Job Family in to do the following:



2. Once competencies are customized and loaded into Skills Manager, each individual will need to perform a self assessment. Managers will then be asked to review and validate.

# High Level Implementation Plan



- Kick-off planning session
- Create communication plan
- Secure resources from HR and Network
- Configure Skills Manager tool, including Single Sign-on (SSO), upload users.

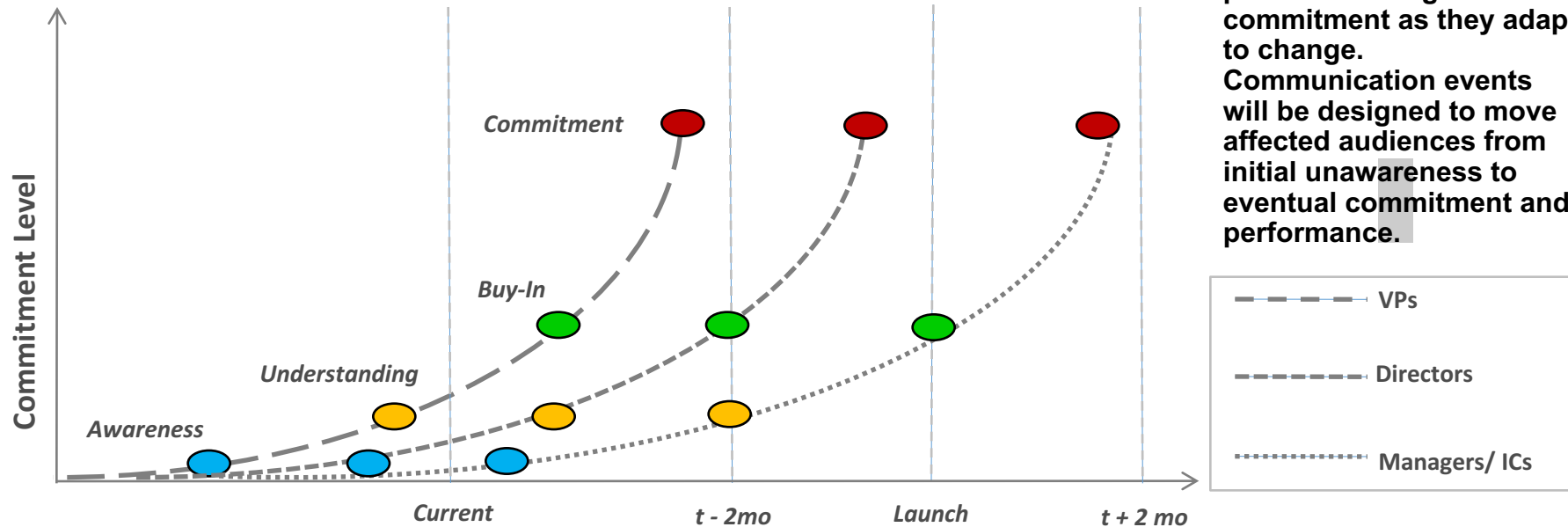
- Map IBM roles onto Sprint jobs
- Conduct 3.5 hour meetings with Network SMEs to tailor IBM competencies
- Finalize model with steering council

- Create and communicate processes
- Employees rate themselves, managers to confirm ratings
- Produce reports from Skills Manager tool

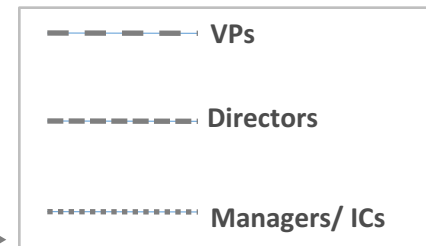
- Review gap analysis reports along with forecasting from BU
- Create workforce plans to address any current and future gaps

# Change Management Commitment Levels

*By Managing Commitment and Acceptance*



All stakeholders will go through a series of predictable stages of commitment as they adapt to change. Communication events will be designed to move affected audiences from initial unawareness to eventual commitment and performance.



• It gives people the context and describe the high-level objectives of Service Transformation, i.e. "I understand why we are doing this"

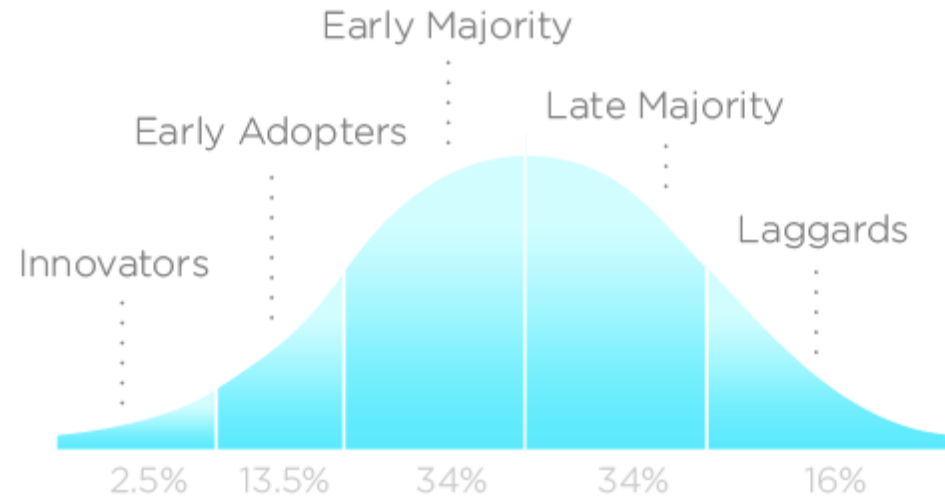
• It conveys the capabilities and help people understand how Service Transformation will impact them, i.e. "I am learning what I need to do differently"

• It gives confidence and enables exactly how people's job is changing as the business transforms, i.e. "I feel ready to do my job on Day 1 of system changes"

• It takes residence in people's way of life (work). They embrace the change and take ownership positively, i.e. "I help others understand why we are doing our jobs this way"



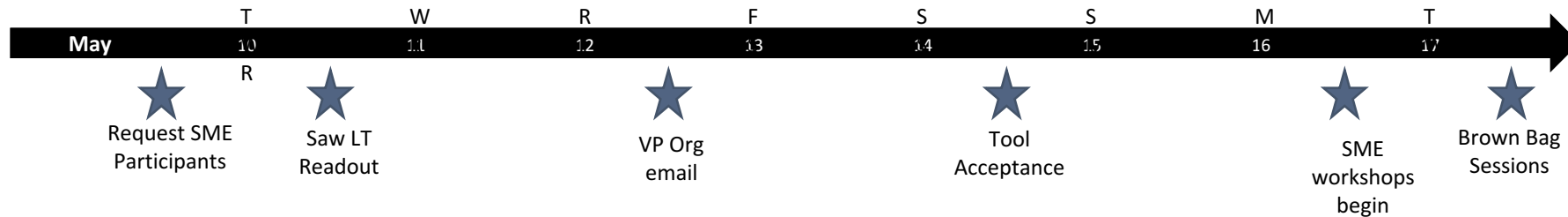
# Adoption Curve



## INNOVATION ADOPTION LIFECYCLE

<p><b>Innovators:</b> <b>2.5%</b></p> <ul style="list-style-type: none"><li>-Risk takers</li><li>-Like to try new things &amp; ok with failure</li><li>-“Ooo, shiny, new”</li></ul>	<p><b>Early Adopters:</b> <b>13.5%</b></p> <ul style="list-style-type: none"><li>-Selective about what to adopt</li><li>-Others consider them the “one to check in with” about new things</li></ul>	<p><b>Early Majority:</b> <b>34%</b></p> <ul style="list-style-type: none"><li>-Take their time learning about new things</li><li>-Need to understand how to fit with their own experiences</li><li>-“Everyone else is doing it”</li></ul>	<p><b>Late Majority:</b> <b>34%</b></p> <ul style="list-style-type: none"><li>-Adopt in reaction to peer pressure</li><li>-Uncertainty must be resolved before they adopt</li></ul>	<p><b>Laggards:</b> <b>16%</b></p> <ul style="list-style-type: none"><li>-Change averse</li><li>-“not interested in a different way”</li></ul>
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# Planned Communications



- Cascading communications: manager/IC:
  - VP message via email: customized
  - Brown bag sessions with executive kick off: VP volunteers
  - Video Created: Mills

# CTO Competency: Estimated resources:

Major activities	Requirements	Resources: HR hours	Resources: CTO hours
Work with steering committee, trainers, etc. to pre-customize competencies	16 hours each	6 FTEs= 96	3 FTEs =48
Map Competencies to Learning Resources	2200 resources mapped to 250+ competencies	4 FTEs=450	0
Initial mapping	1 hour per job (85 jobs)	2 FTEs=170	TBD FTES=85
Focus groups	1 hour prep per job family for 2 HR EEs, 3 hours per meeting for 3 Network FTEs & 2 HR FTEs	5 FTEs: 376	141 FTEs: 423
Analyze focus group data	1 hour per job family	5 FTEs: 141	n/a
Administer assessments	1 hours per job family for HR, .5 hours for CTO employee (2864), .25 hours per manager ave	3 FTEs:47	All FTEs:2148
Provide reports	1 hour per job family	2 FTEs: 47	
Document work	16 hours	16	
Total Hours		1343	2,704

# Process to tailor IBM competencies

