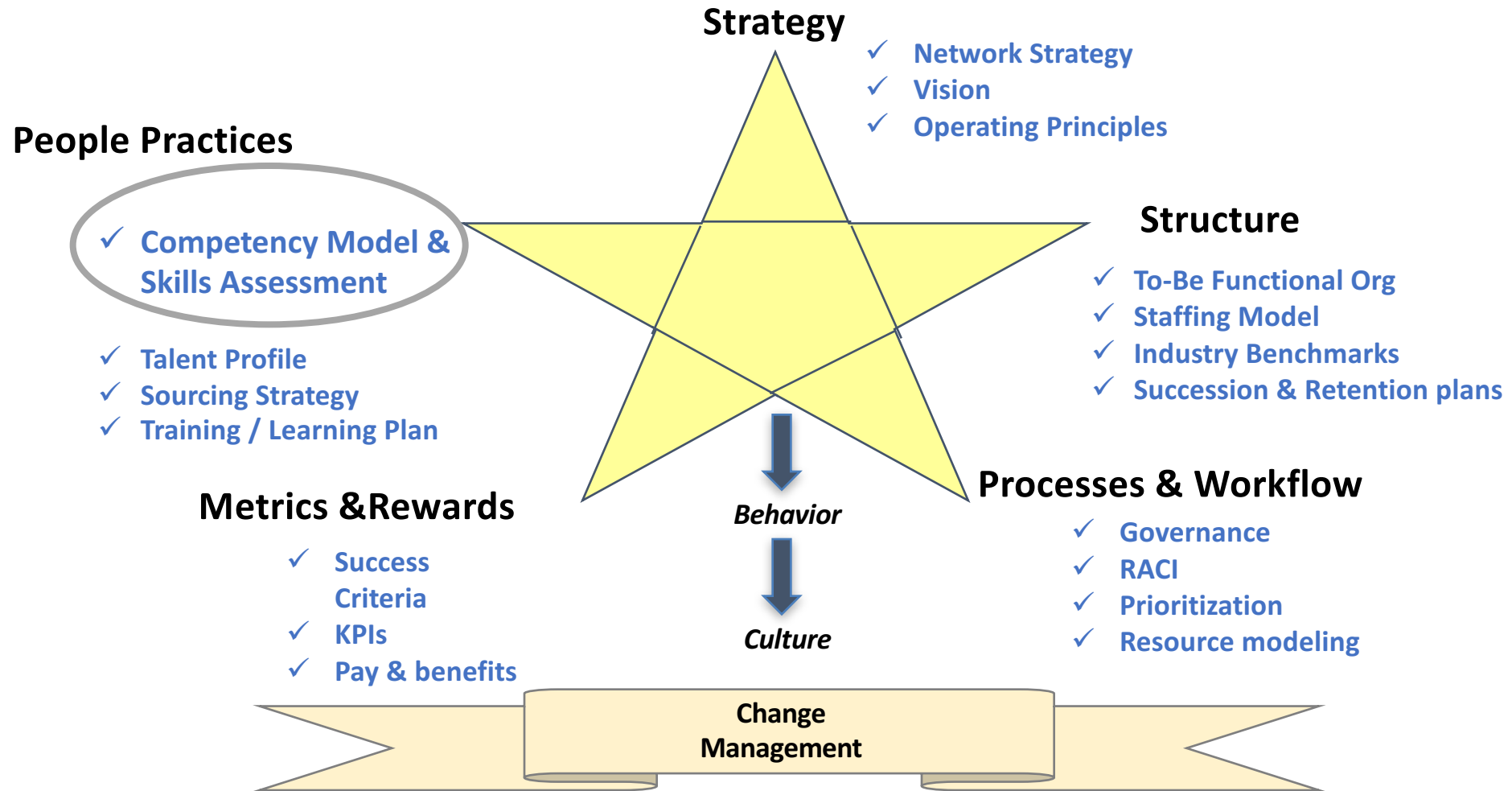# The Challenge

- 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

Strategy

✓ **Network Strategy**
✓ **Vision**
✓ **Operating Principles**

People Practices

✓ **Competency Model & Skills Assessment**

✓ **Talent Profile**
✓ **Sourcing Strategy**
✓ **Training / Learning Plan**

Structure

✓ **To-Be Functional Org**
✓ **Staffing Model**
✓ **Industry Benchmarks**
✓ **Succession & Retention plans**

Metrics &Rewards

✓ **Success Criteria**
✓ **KPIs**
✓ **Pay & benefits**

Behavior

Culture

Processes & Workflow

✓ **Governance**
✓ **RACI**
✓ **Prioritization**
✓ **Resource modeling**

Change Management

* Adapted from Galbraith

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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)
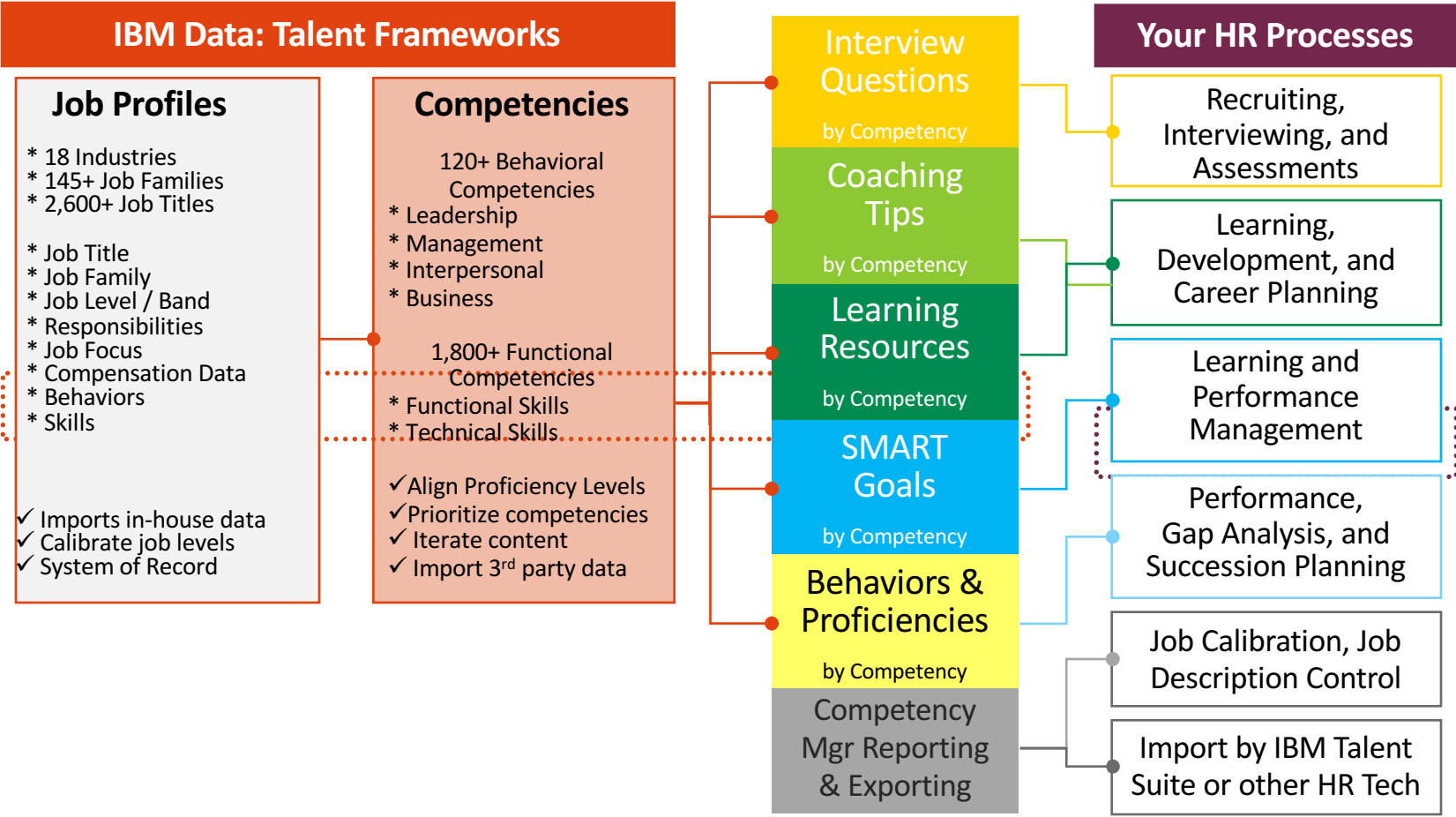
Career Builder survey regarding the cost and frequency of a bad hire:
http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?sd=5/8/2013&siteid=cbpr&sc_cmp1=cb_pr757_&id=pr757&ed=12/31/2013
Saratoga and others estimate 50% to 150% of salary as the cost to re-hire a poor hire.

Talent Frameworks: Data Architecture & Linkages

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

IBM Data: Talent Frameworks		Interview Questions / Coaching Tips / Learning Resources / SMART Goals / Behaviors & Proficiencies / Competency Mgr Reporting & Exporting	Your HR Processes

IBM Data: Talent Frameworks

Job Profiles

* 18 Industries
* 145+ Job Families
* 2,600+ Job Titles

* Job Title
* Job Family
* Job Level / Band
* Responsibilities
* Job Focus
* Compensation Data
* Behaviors
* Skills

✓ Imports in-house data
✓ Calibrate job levels
✓ System of Record

Competencies

120+ Behavioral Competencies
* Leadership
* Management
* Interpersonal
* Business

1,800+ Functional Competencies
* Functional Skills
* Technical Skills

✓ Align Proficiency Levels
✓ Prioritize competencies
✓ Iterate content
✓ Import 3rd party data

(Center column)

Interview Questions
by Competency

Coaching Tips
by Competency

Learning Resources
by Competency

SMART Goals
by Competency

Behaviors & Proficiencies
by Competency

Competency Mgr Reporting & Exporting

Your HR Processes

Recruiting, Interviewing, and Assessments

Learning, Development, and Career Planning

Learning and Performance Management

Performance, Gap Analysis, and Succession Planning

Job Calibration, Job Description Control

Import by IBM Talent Suite or other HR Tech
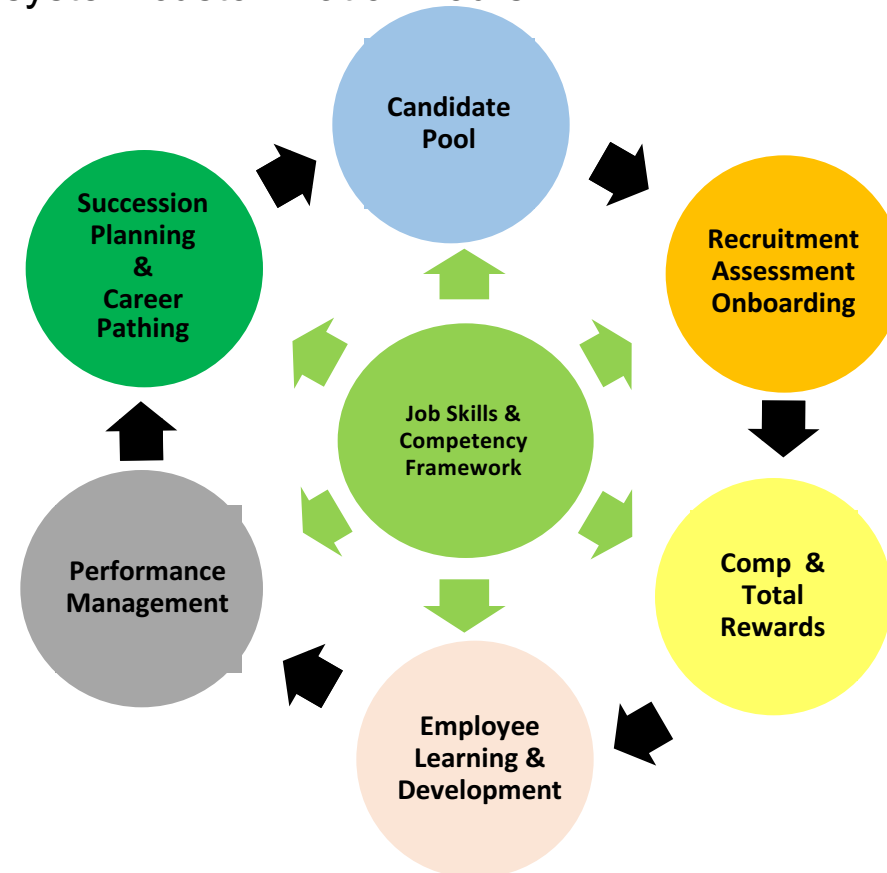
IBM Competencies Allow for Sprint Integration

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**

Job Skills & Competency Framework
- Candidate Pool
- Recruitment Assessment Onboarding
- Comp & Total Rewards
- Employee Learning & Development
- Performance Management
- Succession Planning & Career Pathing

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.

- Definition of duties and responsibilities for a given Job Family or title.

- Competencies Sprint Expects of All Employees, regardless of position.

Job Description

Core Competencies

Competency Framework

Proficiency

Technical Competencies

- The degree to which an individual exhibits a competency

- Competencies required for a specific job family.
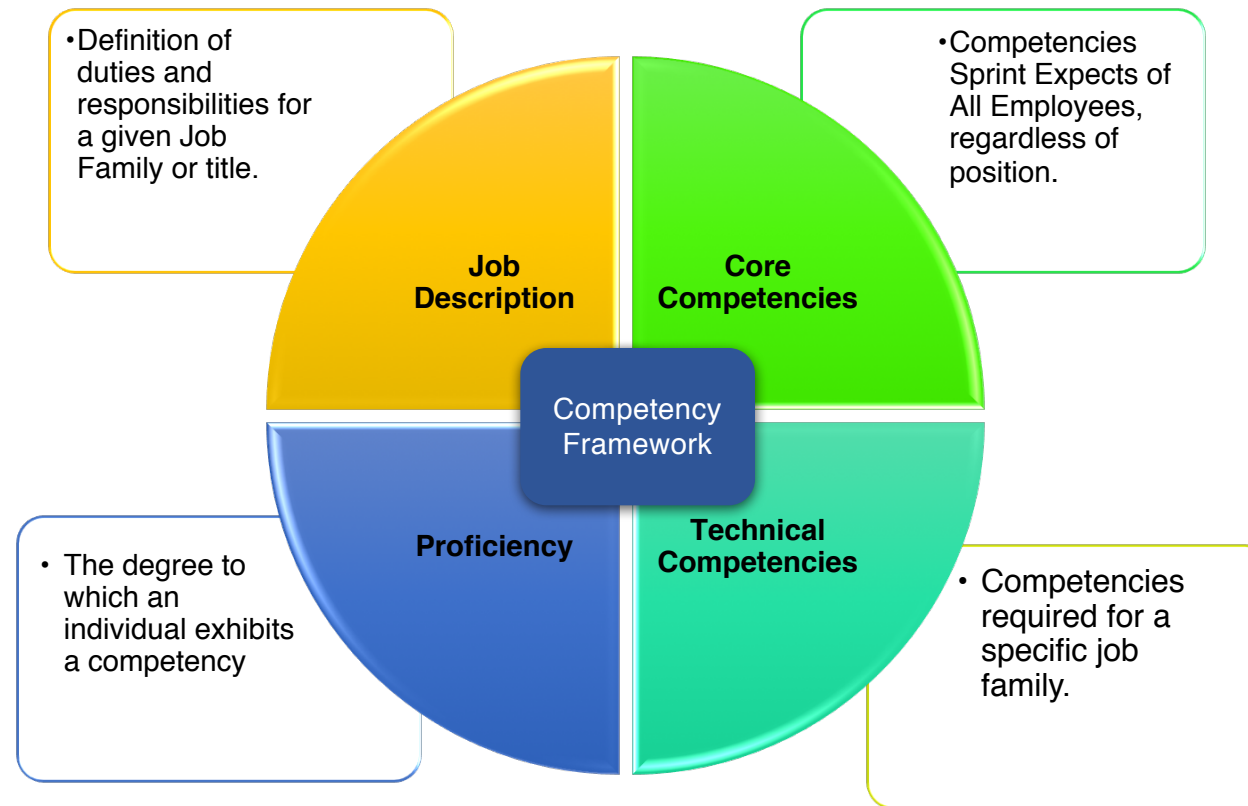
Proficiency Levels- ex: Telecom Trends and Directions

<u>Technical - Telecommunications</u> **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. No Knowledge	▸ No knowledge
1. Basic	▸ Lists and broadly describes major trends and innovations. ▸ Describes major industry initiatives and key concerns. ▸ Highlights company initiatives associated with a major trend. ▸ Locates internal or external publications and other sources of information on trends and directions.
2. Working	▸ Assists with implementing innovations in a specific area of telecom. ▸ Documents the features and implications of a specific trend in telecom. ▸ Explains telecom benchmarks and relates to own organization. ▸ Researches, summarizes and communicates information on trends and directions. ▸ Discusses several pertinent telecom trends.
3. Advanced	▸ Anticipates the organization's future position on telecom technology or service-related trends. ▸ Evaluates organization's position in relation to industry leaders and trend setters. ▸ Trains others using case studies and relevant sources of information and articles from key industry publications. ▸ Evaluates organizational implications associated with major trends. ▸ Monitors, analyzes and communicates challenges and opportunities with adopting new network technologies. ▸ Participates in shaping the organization's position on all major new technologies.
4. Extensive	▸ Presents alternative views of key trends and innovations and their implications. ▸ Consults on industry and marketplace experiences with new technologies. ▸ Researches and predicts enterprise-wide impact of all major technology trends. ▸ Designs the organizational strategy related to major telecom trends. ▸ Leads the evaluation of implications of all major telecom trends; communicates results throughout the organization. ▸ Leads discussions on the history, evolution and future of telecommunications products, technologies and services.

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
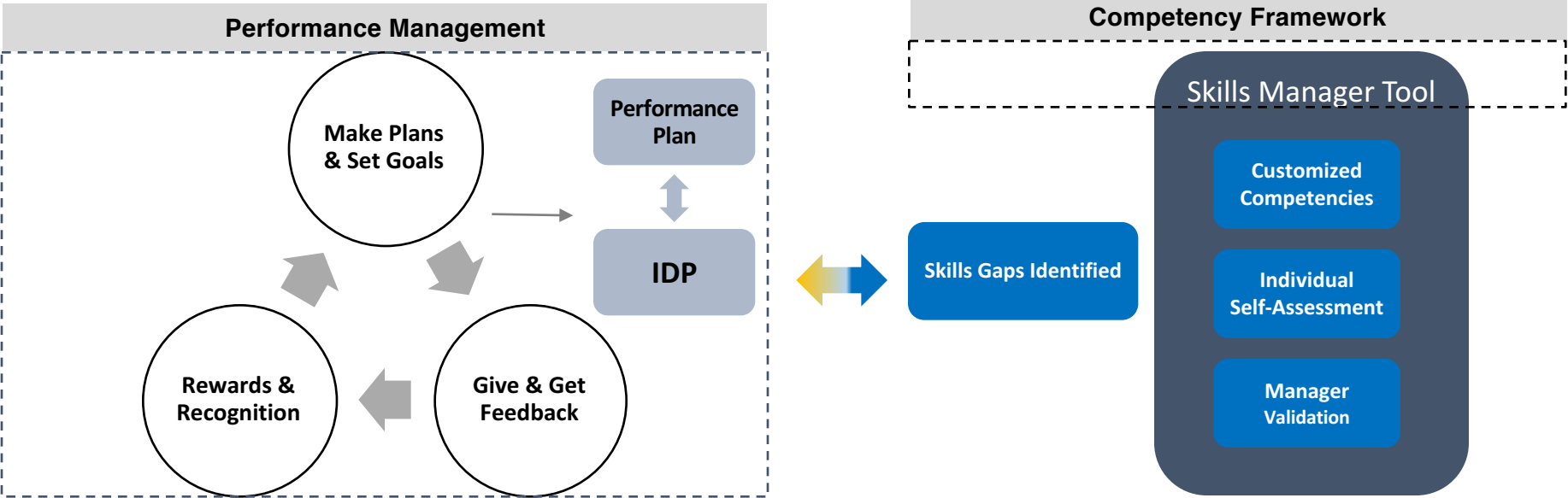
Mapping Learning Resources to Competencies

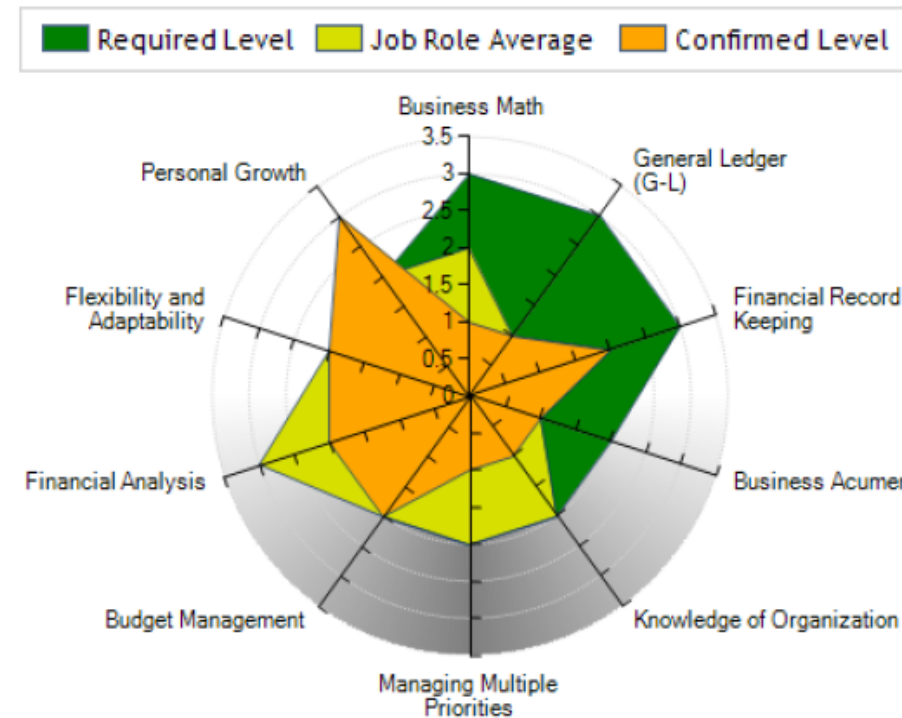**2,000+ Available Resources**

Current Resources

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

300+ Competencies

9 Identified Resources for Engineering
Communications Technologies

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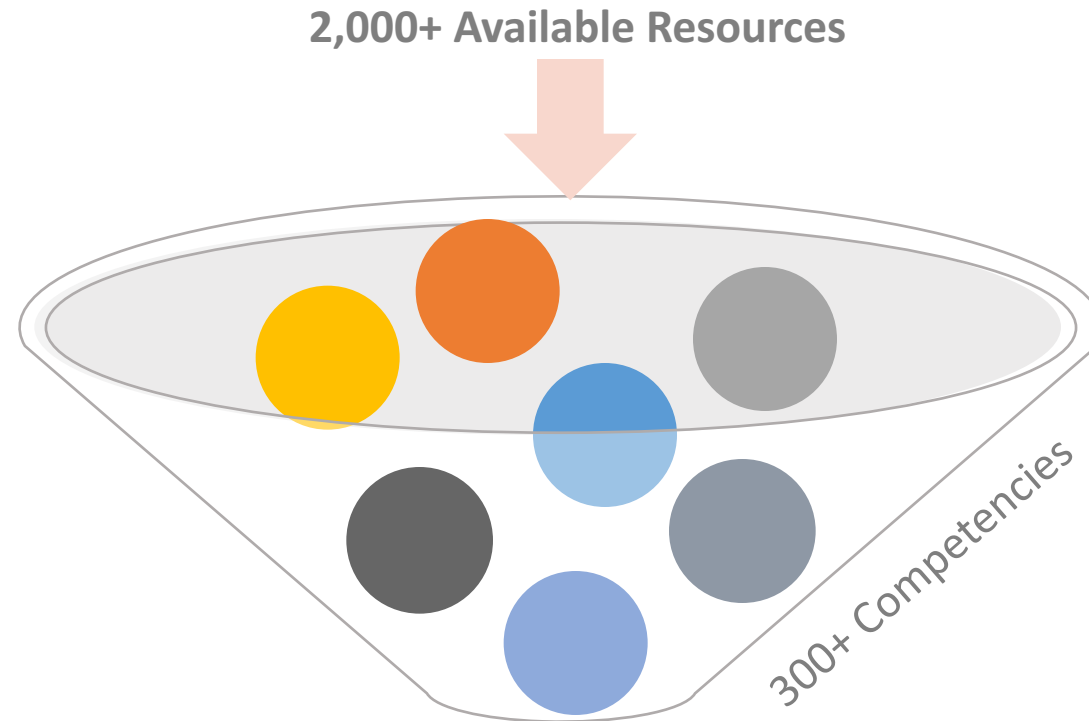
IBM Skills Manager Tool

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

Areas of Core Skills Strength

Areas for Core Skills Development

Learning

Required Level   Job Role Average   Confirmed Level

Business Math · General Ledger (G-L) · Financial Record Keeping · Business Acumen · Knowledge of Organization · Managing Multiple Priorities · Budget Management · Financial Analysis · Flexibility and Adaptability · Personal Growth

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)		12%	Analyze	14 / 17		127 / 427		Job Roles	Training
▽	⚙	Finance and Accounting		12%	Analyze	14 / 17	Members	127 / 427	Skills	Job Roles	Training

		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		27%	31 / 61	Skills
👤	Mike Palmer	Accounts Payable Manager		26%	27 / 55	Skills
👤	Ali Bateman	Accounts Receivable Manager		26%	19 / 37	Skills
👤	Asa Mobbs	Accounts Payable Supervisor		21%	14 / 35	Skills
👤	Janet Woolley	Budget Analyst		19%	8 / 22	Skills
👤	James Hamer	Accountant		15%	6 / 22	Skills

Skills Manager: Subject Matter Expert Identification

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

Outcomes

Current State →　**Target State**

Low Visibility into Workforce Capabilities

Skills needed in Markets are Geographically Dispersed

IBM Competency Model Implementation

Visibility into individual Skills and Gaps

Capability for Sophisticated Workforce Planning
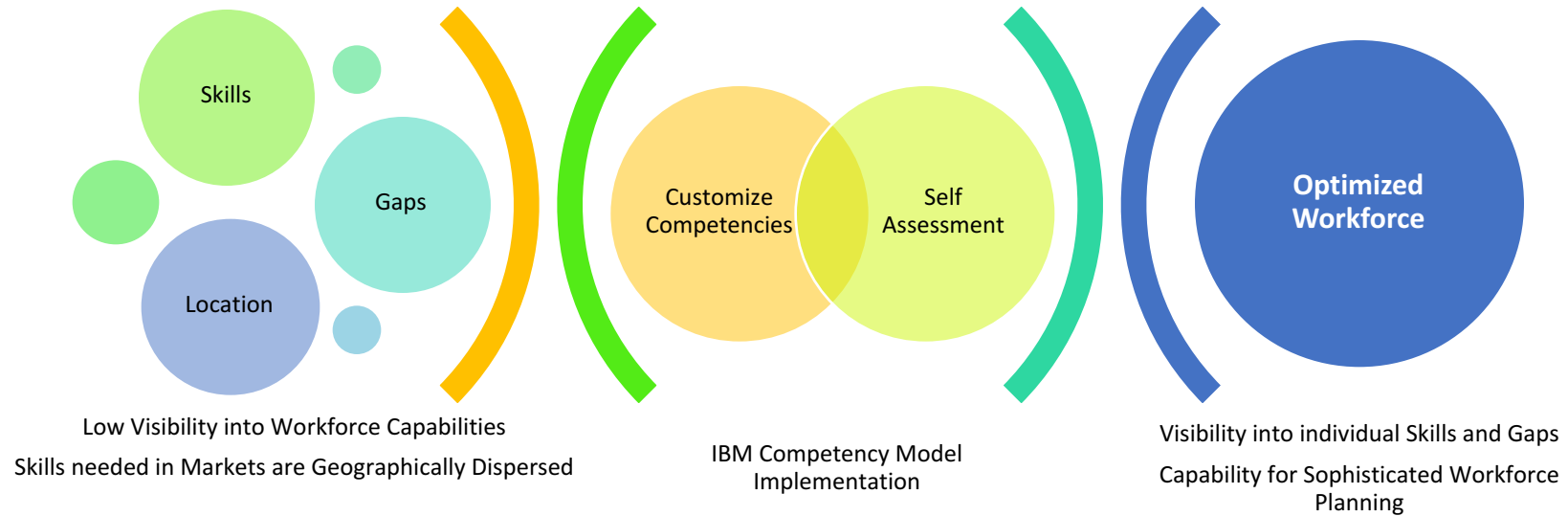
Where are resources with skills who can support workload in the regions?

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

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Communications & Executive Support

Messaging: Part of Something Bigger

Competency Model:

Understand our in-house expertise

People Strategy:

Build and Develop a High Performing team

Business Unit Strategy:

Superiority, Innovation, Customer Focused, High Performing team
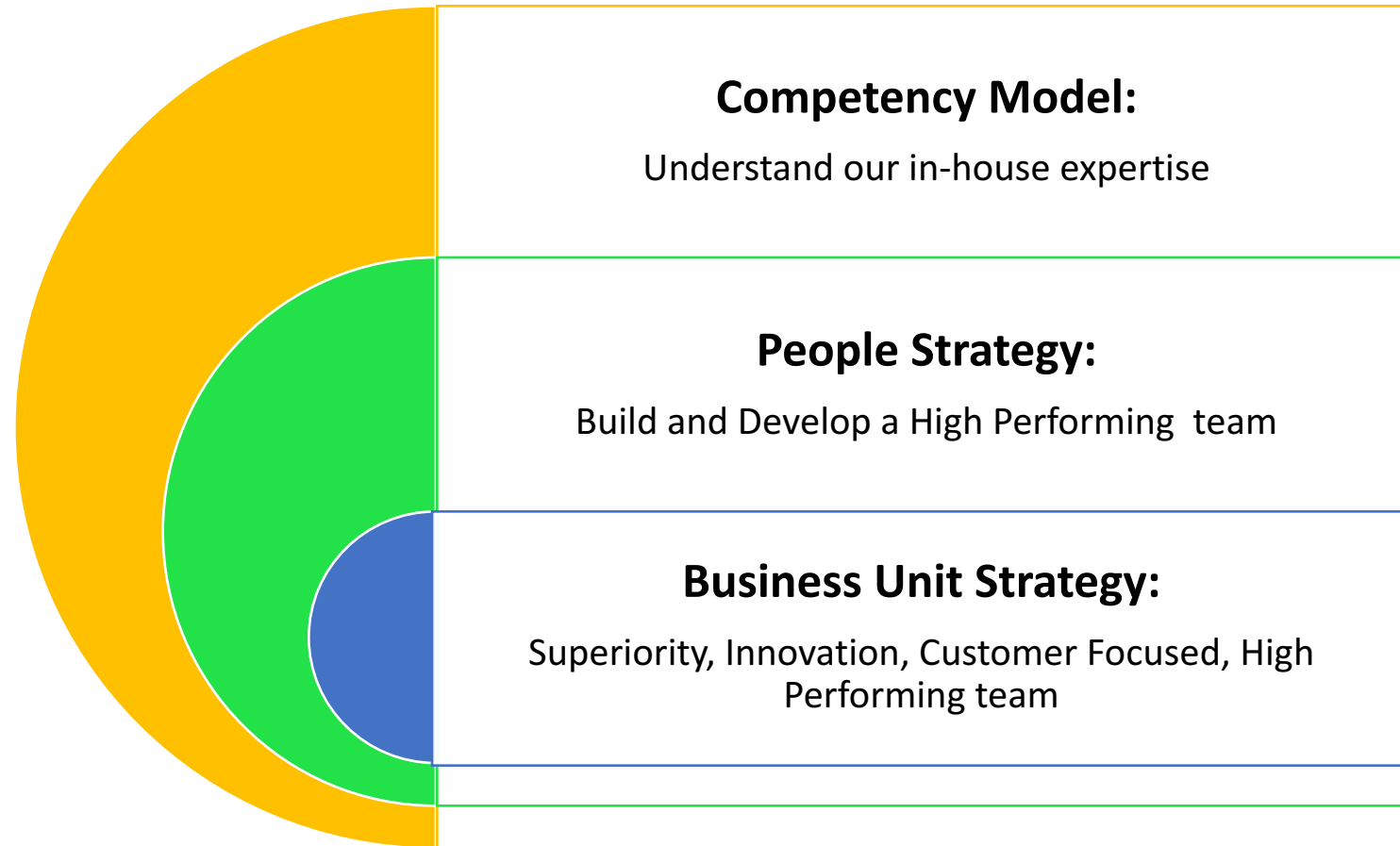
We Asked and You Told Us

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

- Senior Executive
- Lead Team
- consultants
- Managers
- ICs
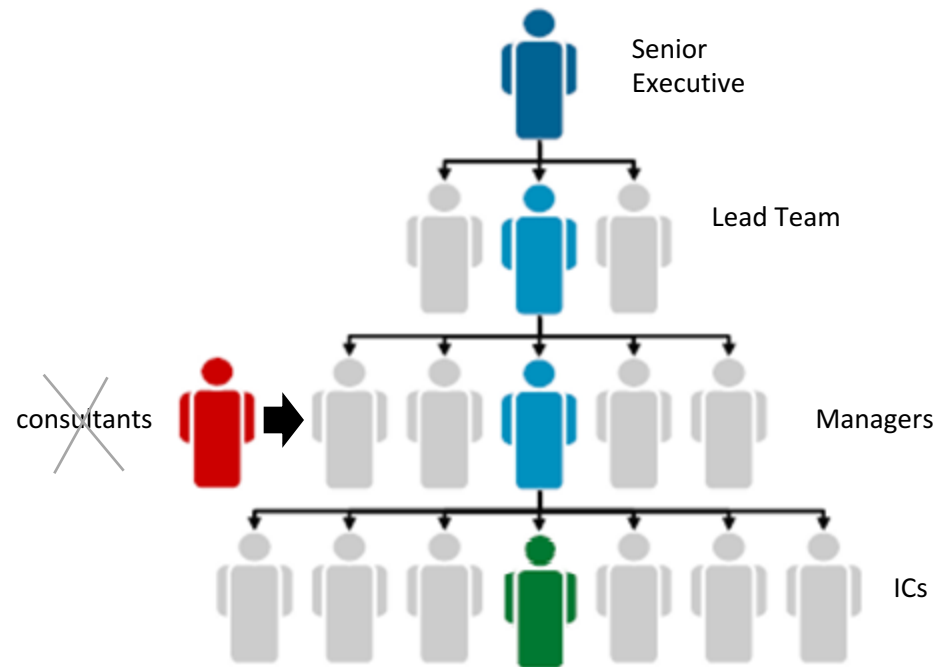
- These types of projects require heavy sponsorship, buy-in and communication starting at the executive levels

- 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

Bain and Associates

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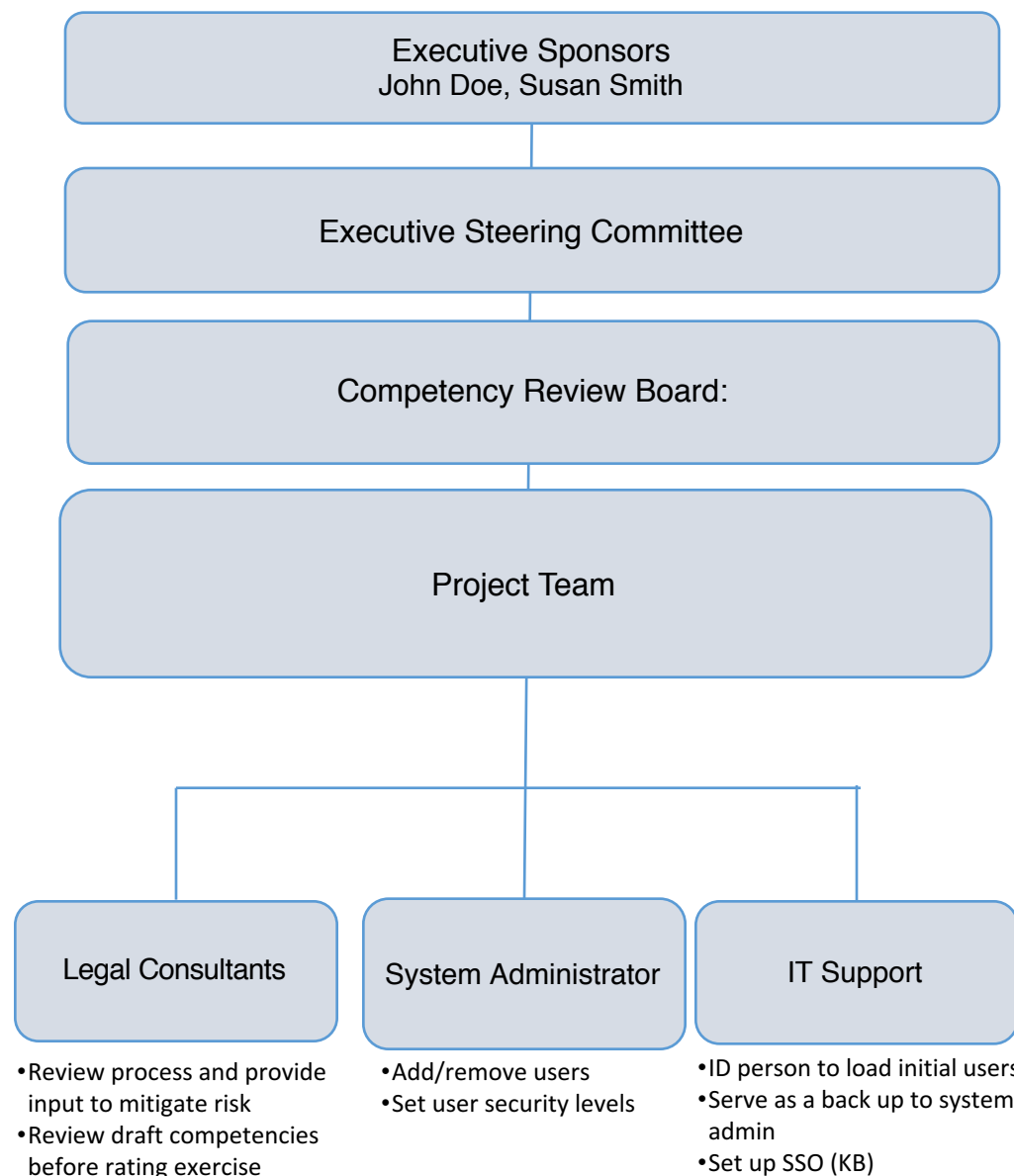
Executive Steering Committee:
- Define program charter, priorities, business case & guiding principles
- Make decisions to drive initiative progress; resolve issues as needed
- Deliver program messages and ensure buy-in across the org
- Review workforce planning reports

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

Organization Chart

- **Executive Sponsors** — John Doe, Susan Smith
- **Executive Steering Committee**
- **Competency Review Board:**
- **Project Team**
  - **Legal Consultants**
    - Review process and provide input to mitigate risk
    - Review draft competencies before rating exercise
  - **System Administrator**
    - Add/remove users
    - Set user security levels
  - **IT Support**
    - ID person to load initial users
    - Serve as a back up to system admin
    - Set up SSO (KB)

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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 <u>job</u> 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:

1 Review the IBM Standard Competencies and proficiency levels.

2 Select the Competencies that are Needed for your job, and the proficiency level required.

3 Output: Customized Sprint Competencies and proficiencies for Each Job Family
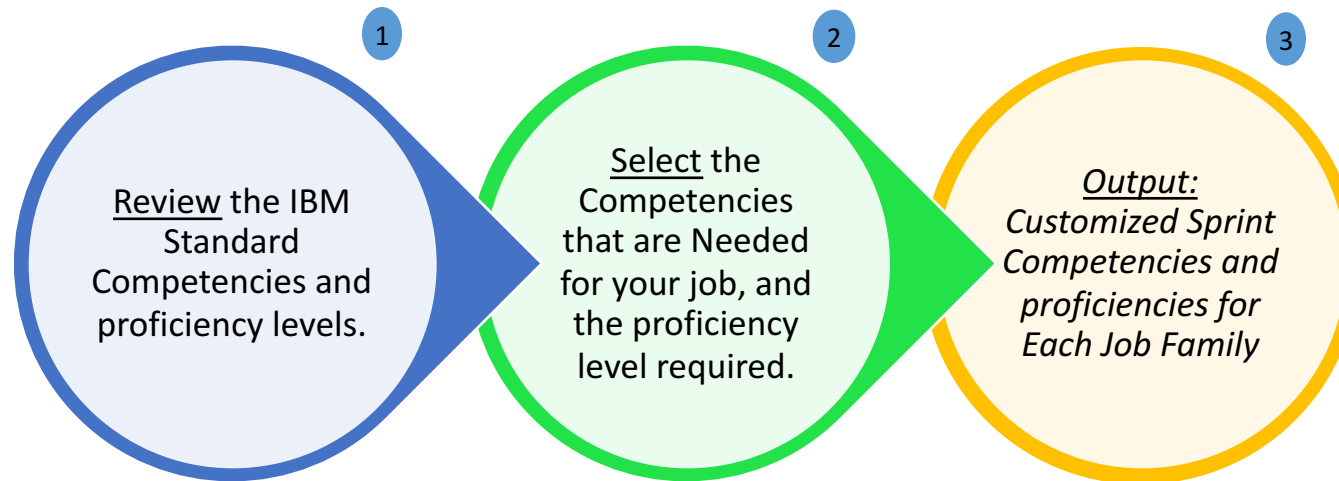
2. Once competencies are customized and loaded into Skills Manager, each individual will need to perform a self assessment. Managers will then be asked to review and validate.

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High Level Implementation Plan

Jan-Feb	April-May	June-July	Aug-Sept
1 Phase 1: Prepare	**2** Phase 2: Customize Competency Model	**3** Phase 3: Perform Gap Analysis	**4** Phase 4: Create Workforce Plan
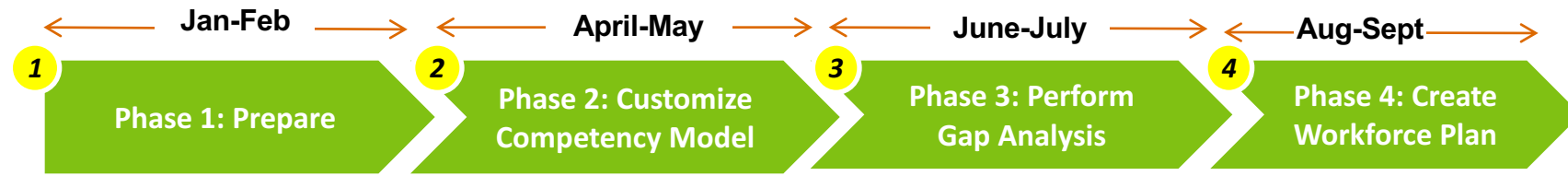
- Kick-off planning session
- Create communication plan
- Secure resources from HR and Network
- Configure Skills Manager tool, including Single Sign-on (SSO), upload users.

- 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
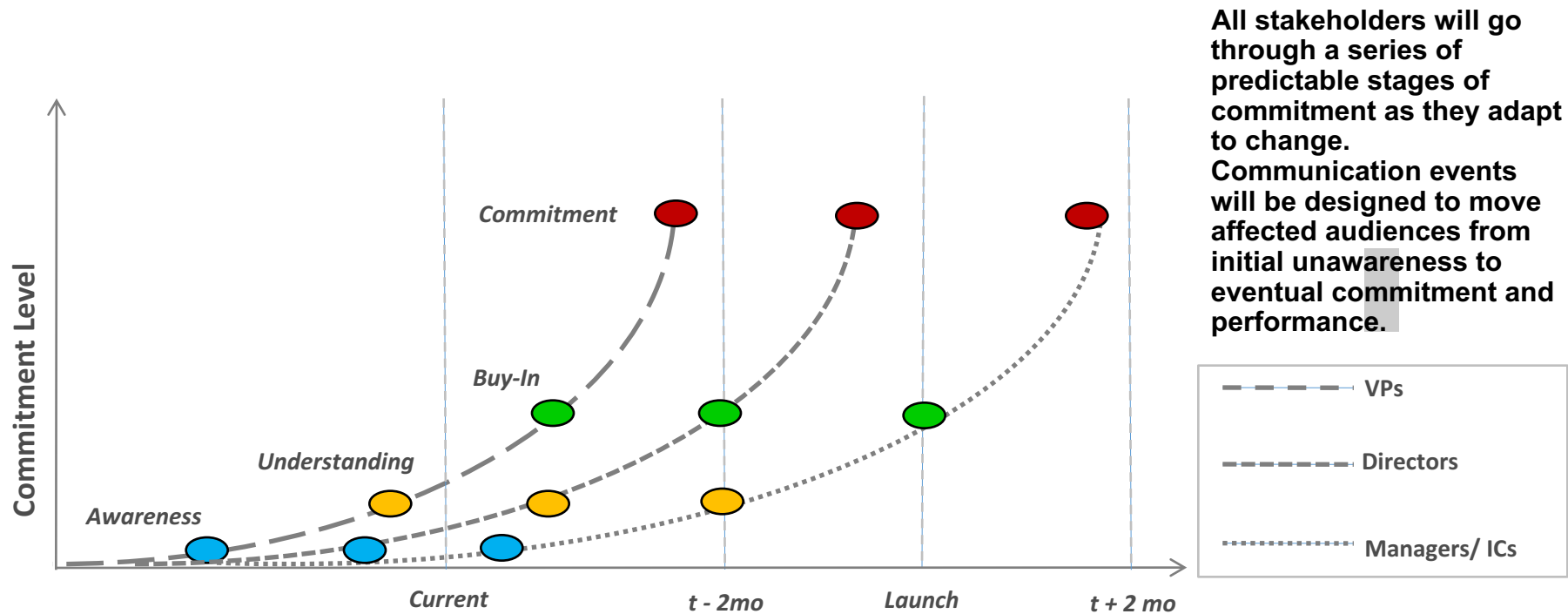
All stakeholders will go through a series of predictable stages of commitment as they adapt to change. Communication events will be designed to move affected audiences from initial unawareness to eventual commitment and performance.
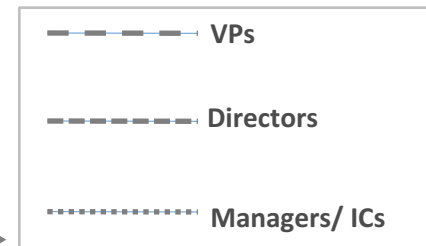
Awareness	Understanding	Adoption (Buy-In)	Commitment
•It gives people the context and describe the high-level objectives of Service Transformation, i.e. "I understand why we are doing this"	•It conveys the capabilities and help people understand how Service Transformation will impact them, i.e. "I am 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"

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* Daryl Connor

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Adoption Curve
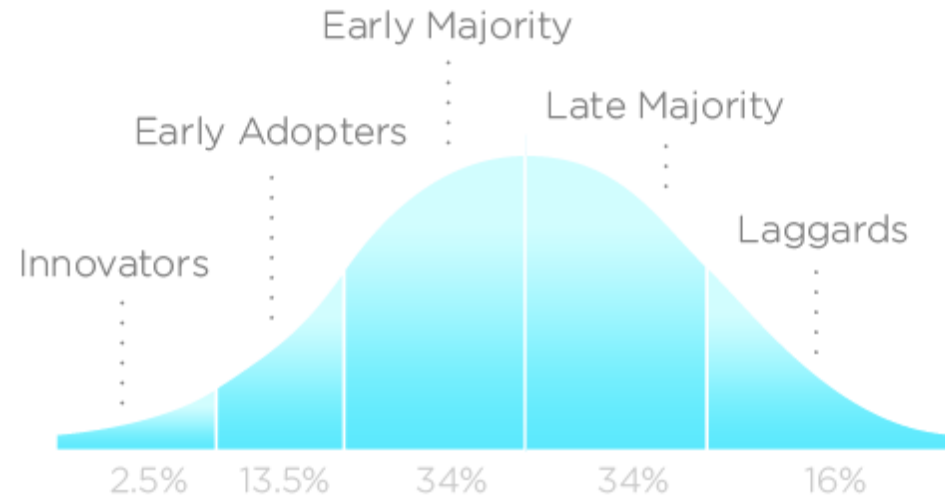
INNOVATION ADOPTION LIFECYCLE

Innovators: 2.5%	**Early Adopters: 13.5%**	**Early Majority: 34%**	**Late Majority: 34%**	**Laggards: 16%**
-Risk takers -Like to try new things & ok with failure -"Ooo, shiny, new"	-Selective about what to adopt -Others consider them the "one to check in with" about new things	-Take their time learning about new things -Need to understand how to fit with their own experiences -"Everyone else is doing it"	-Adopt in reaction to peer pressure -Uncertainty must be resolved before they adopt	-Change averse -"not interested in a different way"

* Adapted from Dr. Everett Rogers

Planned Communications

	T 10 R	W 11	R 12	F 13	S 14	S 15	M 16	T 17
May								

★ Request SME Participants

★ Saw LT Readout

★ VP Org email

★ Tool Acceptance

★ SME workshops begin
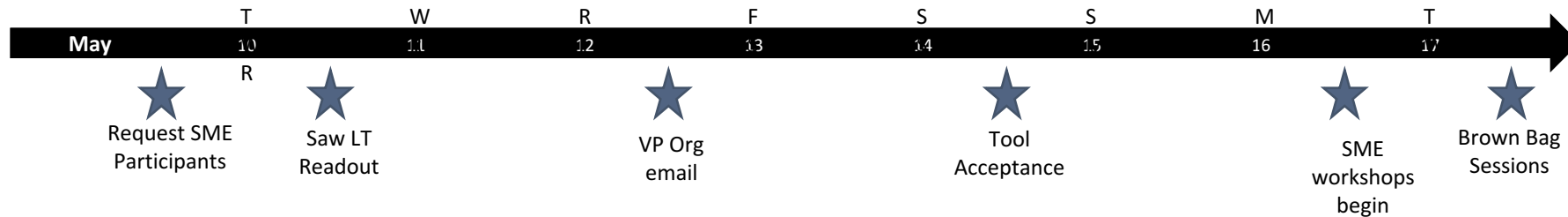
★ Brown Bag Sessions

- 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

Description

Process Step	Description
Incorporate Sprint core competencies	Incorporate Sprint core competencies in the model
Plan for the future	Pre-customize model with steering council to ensure it is future-oriented
Conduct focus groups	Conduct a focus groups with SMEs for each job family (3 hours each) Talk about purpose of the job Share IBM competencies, Sprint competencies. Customize technical competencies Share IBM proficiency levels. Review behaviors. Determine proficiency levels required for job Write new proficiency levels for competencies Linkage exercise – link each competency to the job and rate how critical each is to the job
Compare across similar jobs	Compare across similar jobs to ensure proficiency levels build within job families. If tailored language in competencies or behaviors, ensure consistent across
Review competencies and proficiency levels	Review competencies and proficiency levels with director or other leader to confirm
Documentation	Document process, including names of SMEs, dates, and average ratings