



SAP SuccessFactors 

# Strategies for Identifying and Filling Future Talent Gaps

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THE BEST RUN



# A Struggle to Obtain Executive Consensus on the “Right” Skills Gaps...

**The Challenge:** While a myriad of frameworks exist to support the process of identifying critical talent and/or skills gaps, it can be difficult to obtain executive support that these are the “right” skills gaps - why?



## Lack of Strategic Alignment

Unclear connection between skill gaps and agency mission/strategy



## Mismatched Time Horizons

Leaders focus on short-term operations, while skills gaps may take several years to close



## Information Overload

Excessive number of driving forces hinder ability to focus on common influences



## Sporadic Participation

Leaders are involved sporadically in talent mapping & gap assessments



## Inaccessible Data

Limited data (e.g. job profiles or skills assessments) hinders objective evaluation of gaps



## Poor Communication

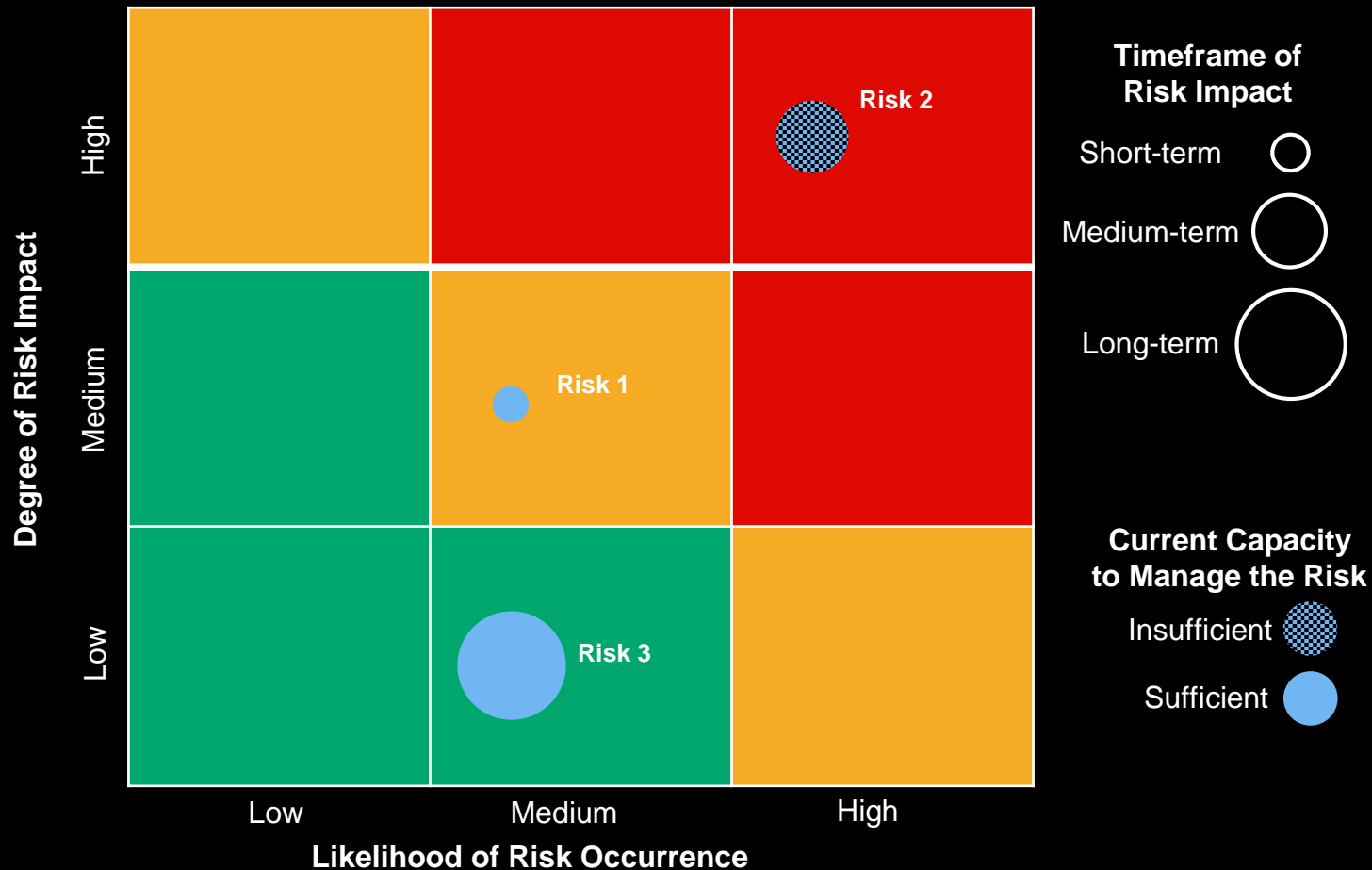
Future-relevant competencies not shared consistently with the workforce at-large

**Sources:** [“How People Analytics Helps You to Bridge the Talent Gap”](#); [“Talent Management: A Four-Step Approach”](#); [“Who Should We Ask? Employer and Employee Perceptions of Skills Gaps Within Firms”](#); [“Addressing the Skills Gap: Taking a Comprehensive Approach to Upskilling and Reskilling”](#).

# ...Can be Alleviated With Objective Criteria That Prioritizes Risks.

## Instructions:

- Use the heatmap below to plot each risk based on an assessment of likelihood of occurrence, degree of impact, timeframe of impact, and current capacity to manage
- The two axes represent likelihood of risk and degree of impact while the size and pattern of the bubbles represent impact timeframe and capacity to manage the risk



## Criticality of Talent Risks

### Heat Map Legend

- **Critical**—Breaches risk appetite, should be escalated to governing board.
- **Less Critical**—Threatening to breach risk appetite, escalated to relevant senior management team at the right time.
- **Not Critical**—Under control, managed by HR and the organization.

# The First Response to a Skills Gap Might be a “Quick Fix”...



To fill the public sector skills gap, the UK government is likely to spend more on hiring consultants in 2021 in areas such as technology

Reliance on consultants results in waste, budgetary increases and overruns, as well as delays in the delivery of projects, according to the Public Accounts Committee (parliamentary oversight on government projects)

*“Government’s preferred response to failing projects is too often to pay out billions to consultants rather than investing in developing skills, expertise and knowledge in public services”*

Meg Hillier, Chair, Public Accounts Committee

Source: [“Government to Spend More on IT Consultants as Skills Gap Remains Unsolved”](#).



# ...Rather than a More Methodical Approach to Identifying Interventions...

## Identify Critical Skills



HR leaders **define skills**, competencies, behaviors, and aptitudes



HR planner accesses external research to **determine industry-specific skills** needed in next 5 years



HR planner partners with LoB leaders to **assess business needs and skill priorities**

## Audit Current Skills



HR planner sets objective criteria for **measuring competence** (e.g., basic, intermediate, advanced)



HRBPs update the **position-based competency library**

## Audit Current Skills (Continued)



HR planner aggregates individual data into **position-specific summaries**



HR planner uses summaries to identify **gaps & weaknesses in current skills**



HR planner conducts same assessment for **future skills**

## Prioritize Skill Gaps



HR leaders **select high priority gaps** in skill availability & competence



LoB leaders **approve** the high-priority skills

## Design Interventions



HR leaders **review talent management programs** best suited to close skill gaps



Talent management **interventions identified**

## Plan Execution



Interventions **are launched**

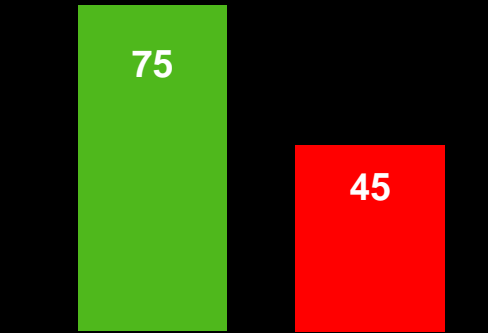


**Progress on closing skill gaps** is monitored via workforce planning metrics

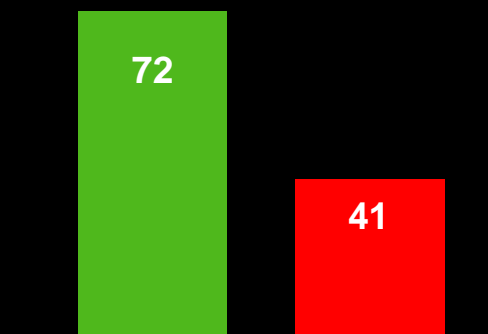
Source: SAP SuccessFactors.

# ...Including One of the Most Impactful – The Reskilling of Current Employees.

Understand Which Roles are Likely to be Disrupted in the Next 5 Years



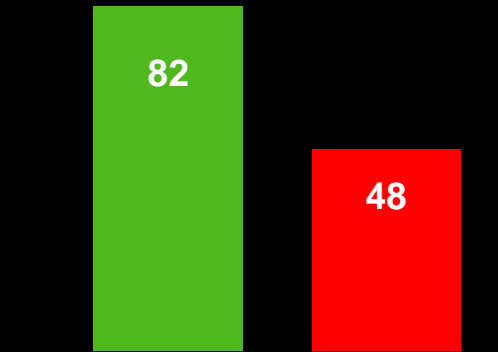
Able to Estimate Which Skills are Needed in the Next 5 Years



**Guide:**

Percent of respondents with successful (green) and unsuccessful (red) **reskilling programs** stating that “*my organization is effective at this practice*”.

Understand Current Skill Supply



Make the Right Decisions on How to Close Skill Gaps

