



A practical guide

The role of skills intelligence

In driving a skills-based strategy

Reejig

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Introduction

In today's workforce skills are currency

Skills are the lifeblood of every organization, but getting access to the right ones when you need them is an increasingly difficult challenge.

Organizations are facing immense pressure when it comes to finding and retaining the right talent with the right skills needed to drive business transformation and growth. Why? There are a number of factors behind this shift:



Widening skills gap. Traditional educational institutions aren't producing the skills needed today or for the future.



Skills half-life shrinking. Today's skills are becoming obsolete faster than ever with the World Economic Forum reporting that 50% of the global workforce will require major reskilling by 2025.



Expanding digital skills needs. Digitization is causing rapid changes in the types of skills required and companies are relying more and more on digital skills to accelerate their growth.



A critical focus on skills and potential, not job titles. Progressive leaders are looking for people with the necessary skills to perform the duties required of a role or task, instead of simply looking at what job title an employee or candidate holds. This approach places skills, capability, and potential at the heart of talent strategies — creating a new skills-based approach to how organizations find, move, upskill, and reskill talent.



The journey to adopting a skills-based strategy. Injecting a skills-based approach to talent planning that is aligned to the current and future state of the business starts with getting the skills intelligence you need to understand the skills inside your workforce and take action to get the right skills, in the right place, at the right time.

This playbook will help you understand what skills intelligence you need to win in the new world of work and how you can use it to drive a skills-based strategy.



Skills intelligence explained

To clearly articulate how skills intelligence can create successful outcomes around talent strategies, it's important to understand how intelligence works. Skills intelligence is comprised of seven key components:

- 1 Skills extraction
- 2 Skills adjacencies
- 3 Bridging gaps
- 4 Skills inference
- 5 Skills gaps
- 6 Learning gaps
- 7 Skills recommendations

Adopting technology with this type of skills intelligence enables organizations to approach skills identification at an organizational level, rather than on an individual or departmental basis.

The practice of skills intelligence without technology is impossible as it involves heavy reliance on employee input. With less than 20% of employees every updating their profiles, manual updates lead to data being:

1. Reliant on employee input
2. Manually aggregated from multiple sources and systems
3. Misleading of their capabilities
4. Inaccurately reflective of a person's entire career
5. Out of date

Skills intelligence marries together these 7 key components to help you identify and remedy skills gaps and launch a successful, cross-functional talent mobility strategy.



1

Skills extraction

AI can help organizations extract skills in context from position descriptions, resumes, LinkedIn, and education history as a baseline, so you can start mapping the skills you currently have in your entire talent ecosystem. Natural language processing is part of the machine learning process to ensure skills such as 'mining' are put into the correct context; i.e., 'mining' for information vs 'mining' as an industry.

Workforce planning and strategies become impactful when you have an up-to-date understanding of what skills an organization you need to buy, borrow or build. Resources and financial allocations can be streamlined into each strategy and because your insights are in real-time, it's easy to pivot when market and economic conditions change.

2

Skills adjacencies

Most talent managers would be unable to identify all of the possible skill adjacencies — such as moving an engineer to project management — within a person's career, it's simply too costly and time-consuming. True skills intelligence platforms will not only identify the skills adjacencies, but surface talent recommendations with the adjacencies to match an internal open role.

3

Bridging skills

Understanding what skills will bridge the gap from one job to another is essential. Especially during times of transformation, there's often a transitional period between old skills and future skills where leveraging stepping-stone skills can bridge multiple domains. Using AI and machine learning avoids assumptions and oversights around skill sets and identifies bridging skills you may not have connected before.

This clarity allows talent leaders to fill open positions in another seemingly unrelated part of the organization and build strategies for transformation periods in the future.

4

Skills inference

People tend not to think about their capability in terms of skills. They think about job titles, courses, projects, or qualifications, making it hard to paint an accurate picture of an individual's potential. Apply this at organizational level and there will be thousands of lost opportunities to mobilize talent without skills intelligence to shine a light.

Natural language processing machine learning extracts all the skills that a person is likely to have according to their past experience and aggregates them to apply those skills to possible and currently available roles.

5

Skills gaps

With deep insights into skills DNA, it becomes possible for workforce strategists and business leaders to closely identify skills gaps within an organization. Skills capability is directly linked to innovation, customer, and product roadmaps and having real-time insights into the ability of the workforce to deliver on these roadmaps is invaluable.

This directly correlates to the buy, borrow, build methodology, giving you the ability to:

- Identify talent with the inferred skills that match the gaps
- Mobilize talent within the organization for projects, secondments, etc
- Build your own talent pool when you can't find existing talent

6

Learning gaps

Understanding what learning is required to move from one job to another increases the effectiveness and value of L&D teams. Having a clear learning pathway for internal talent to fill skill gaps and align with succession planning and cross-functional mobility is key to building effective learning strategies that create future capabilities for your people.

7

Skills recommendation

With millions of career paths built into a workforce intelligence platform, AI can recommend which skills are recommended for next steps. Whether it's to fill skills gaps, build learning pathways, or develop succession plans.



What does **skills intelligence** look like in action?

STEP 1

Consolidate all of your talent data to achieve total skills visibility

We know your talent data and job data sits across multiple internal and external sources databases, so you need a way to consolidate it into one living, breathing talent ecosystem.

Reejig's workforce intelligence has the ability to extract skills from every type of documentation imaginable — from school transcripts and CVs to data in your ATS, CRM, and HRIS and public profiles on LinkedIn, GitHub, and more — unlocking the full potential of previously disconnected data.

STEP 2

Apply Ethical Talent AI models to produce a live skills ontology

Using this data, Ethical Talent AI models can build a live, three-dimensional skills ontology contextualized to your unique job architecture, meaning you have a dynamic view of all the skills across your organization.



What's the difference between a skills taxonomy and a skills ontology?

Traditional skills taxonomies group your skills based on job titles and classifications, while ontologies showcase the interrelationships between the skills a person has and the skills required by a role. What this means is you can take a truly skill-based approach to identifying skills adjacencies and filling skills gaps before they impact your organization.

STEP 3

Action a skill-based strategy to find, move, and retain talent

By mapping your entire workforce — from people and processes to skills and pathways — from one central nervous system within your organization, teams and leaders have the tools to understand and plan for market shifts and move people around based solely on their skills and potential.

- **Talent acquisition teams** get 100% visibility across their entire internal and external talent ecosystem, enabling them to build talent shortlists with high-quality, diverse candidates in seconds, not hours.
- **Talent management teams** get the full picture of their organization's skills and talent, enabling them to build talent management and succession plans at scale and engage people with personalized pathways to advance their careers.
- **Learning and development teams** gain visibility into the organization's skill gaps, and build the right learning programs for the business.
- **Workforce strategy teams** can shape workforce strategies with actionable insights into the entire organization.
- **Diversity, Equity, Inclusion, and Belonging teams** can reduce bias in recruiting and talent management processes, proactively engage talent from underrepresented groups, and track progress toward diversity goals.

The benefits of a skills-based strategy

Moving towards an approach that puts skills first gives your organization 3 significant advantages.

1

Visibility of the talent you have in your organization

from skills to potential, helping you unearth and communicate development and growth opportunities that are critical to retention and engagement.

2

Better engagement with external talent

that comes with seeing the true skills gaps in your workforce. Confidently hire the right talent and know exactly what you need from them and what you can offer, a differentiator candidates are looking for.

3

The ability to move towards a multi-disciplinary HR solution,

one that is encompassing and predictive. This approach will allow HR functions and leaders to become innovators and an engine of business success.

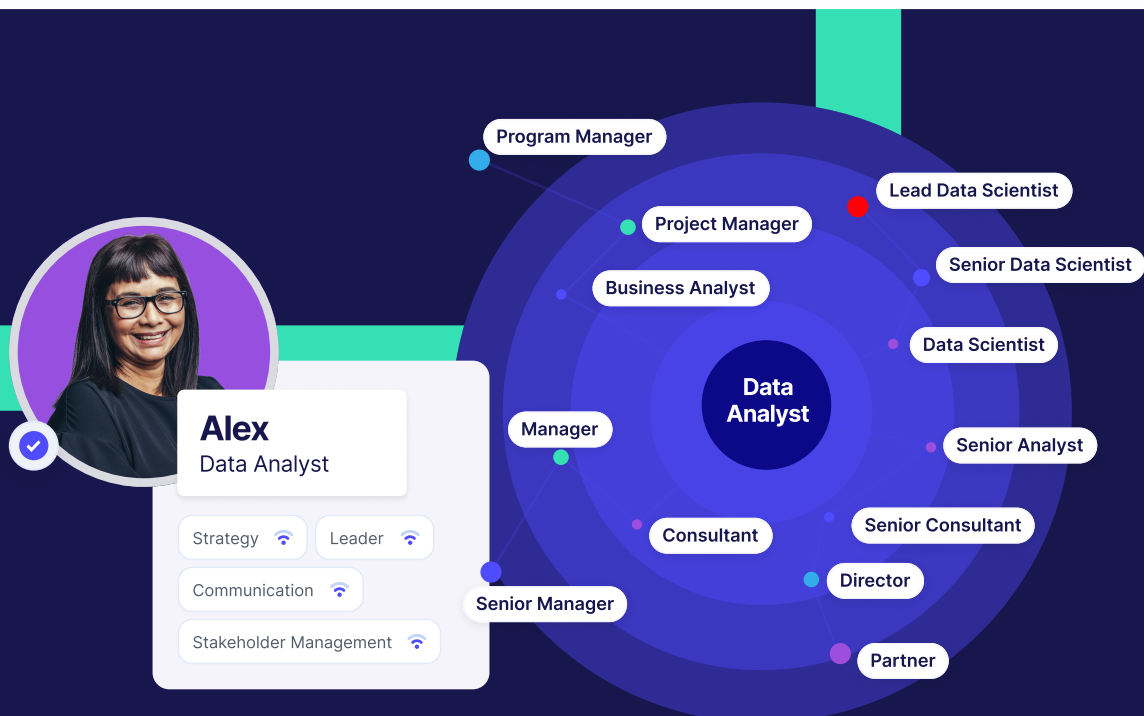


A skills-based strategy starts with the right workforce intelligence

Put simply, you can't action a skill-based strategy without first getting access to skills intelligence that helps you understand all the skills that exist within your talent ecosystem. Implementing workforce intelligence that gives you a complete and live skills ontology of your organization is a key first step to understanding how you can future-proof the skills within your workforce.

With improved knowledge of your company at the macro level, you can accurately spot current skills gaps within your workforce that need to be filled now to get ahead of any future problems.

This kind of visibility and intelligence doesn't just help you with workforce planning — it gives you a major advantage over competitors when it comes to retaining your best talent. By knowing the skills that make up your workforce, and how those skills can be transferred to different roles, you can easily and proactively approach the right people within your organization and deploy them to where they're needed most.





About Reejig

Reejig is a leading workforce intelligence platform that enables large-scale organizations to find, retain, and upskill talent at scale. Powered by the world's first independently audited Ethical Talent AI, Reejig acts as your central nervous system for all talent decisions, helping you create a world with Zero Wasted Potential.

Find out what your organization can achieve with **workforce intelligence**.

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