
Using e-skills Passport effectively in your organisation (draft version)

Managing an implementation project

To assist you in getting the most from your staff and making best use of your training resources, we have developed this guide to highlight the key steps involved in successfully implementing a skills improvement programme using e-skills Passport.

If you are considering buying e-skills Passport, or would like some help in making best use of e-skills Passports you have already purchased, please feel free to browse this guide and use it how you see fit.

Please note:

This document is currently in draft form. We have made it available to you early in the hope of capturing your feedback and experiences and improving it for future audiences.

The information provided here is standard good practice, however, it is as yet untested with the e-skills Passport product and should therefore be treated as guidance only.

If you would like to comment on anything contained in this document please complete the feedback form at the end and send it to passportinfo@e-skills.com.

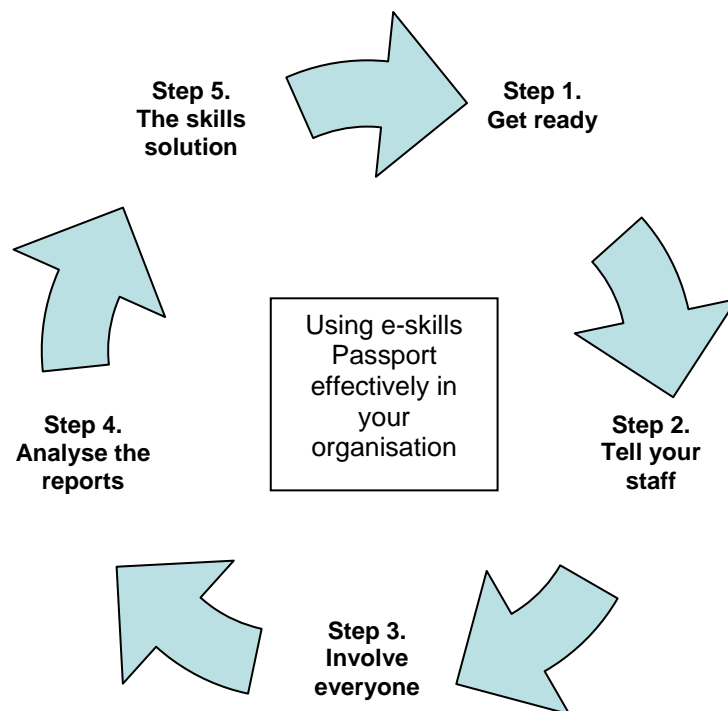
Introduction

e-skills Passport is a sophisticated business tool enabling you to take control of IT User and other skills in your workforce. Through a skills assessment and improvement programme using e-skills Passport you will be able to:

- evaluate the IT user skill requirements for all occupations within your organisation;
- gain knowledge of the IT user skills levels of your workforce;
- develop a customised training solution; and
- increase the productivity of your organisation.

There are 5 key steps to successful implementation of e-skills Passport:

- [Step 1. Get ready – business and organisational preparation](#)
- [Step 2. Tell your staff – communicating the process to employees](#)
- [Step 3. Involve everyone – implementing e-skills Passport](#)
- [Step 4. Analysing the reports – identifying strengths and weaknesses](#)
- [Step 5. The skills solution – choosing appropriate training](#)



Additional information

You can find more information on e-skills Passport from the product homepages. Visit www.e-skillspassport.com and www.e-skillspassport.com/passportoffice for the:

- e-skills Passport / ITQ brochure
- Guide for Users
- Guide for Managers and Administrators.

Step 1. Get ready

Business and organisational preparation

Before you start it is a good idea to do some planning. e-skills Passport is an extremely powerful tool which is able to quickly and simply provide you with the information you need to make informed decisions about a skills improvement programme across your organisation. To ensure you get the most from this it is important to become familiar with the system and appoint the key responsibilities of its setup and use to the relevant members of your organisation.

The following are useful steps to take:

Step 1.1 - Put someone in charge

It is important for the CEO to designate a project manager who has the power and authority to make things happen. The CEO or project sponsor should fully support the project. They could take part in the planning process and may even choose to become the project manager themselves.

The CEO will be able to ensure that staff and relevant managers have time to concentrate efforts on the implementation project, and ensure other essential resources are available. Resources for the e-skills Passport implementation project include: time; managers capable of driving the project; funding; training and expertise.

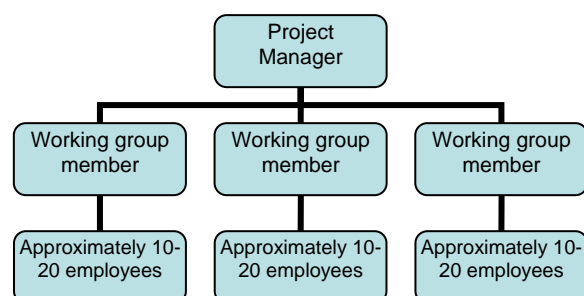
Step 1.2 - Do some planning

e-skills Passport will transform your organisation by highlighting strengths and weaknesses, critical training requirements and possible team member changes. It will also enable you to introduce a customised training package should this be appropriate for your organisation.

For this to happen a clear time plan is necessary to outline the responsibility of key individuals, actions that need to be taken to reach objectives and what resources are required. Milestones should be determined in order to check and monitor progress and a realistic timescale should be applied.

Step 1.3 - Create a working group

It is advisable to construct a working group made up of managers appointed from each area of your organisation; for larger organisations this is an essential element. The working group, led by the project manager appointed in step 1.1, will be responsible for ensuring that full participation across the organisation is achieved.



Each working group member will be responsible for defining job (and ITQ where necessary) profiles for teams or individuals, as well as ensuring that self assessments are approved. To make this task manageable it is advisable to limit the size of teams to between 10 and 20 members.

Step 1.4 – Set up e-skills Passport Office

e-skills Passport Office is the administration area of e-skills Passport that allows you to customise and tailor the product to the specific needs of your organisation. After the initial set-up it requires a limited yet essential amount of administration activity to keep things running smoothly.

e-skills Passport Office allows you to configure and customise e-skills Passport for your organisation; manage users and teams; set learning targets; add any in-house training programmes; approve self-assessments and produce reports on the skills across your organisation.

The *Guide for Managers and Administrators* available as a download from the e-skills Passport Office homepage (www.e-skillspassport.com/passportoffice) shows you how to use this area of the site. It may be advisable to wait until you have completed step 2 and 3.1 before creating user accounts for your employees.

Step 1.5 - Define a feedback mechanism

Setting up a method of monitoring and reviewing your company's use of e-skills Passport will allow you to monitor its effectiveness and identify areas that may require attention or further resources.

e-skills Passport Office provides usage statistics by individual and allows administrators and managers to see the status of individual self-assessments. However, you should also monitor more general issues that might occur across your organisation such as resistance to change; incorrect use of the system; lack of buy-in from staff and slippage against the plan defined in step 1.2.

You can use the working group set up in step 1.3 to manage and resolve these issues. It is important to try and understand why they are happening and remedy the situation. Often good communication of information, particularly the benefits to all parties of what is happening will help.

Summary

- Key role:
- CEO or sponsor
 - Project manager

- Key tasks:
- Appoint a project manager
 - Develop an implementation plan
 - Create a working group

- Support available:
- e-skills Passport User Guides
 - On screen help files throughout the product
 - Customer support via the product's Contact Us page

Step 2. Tell your staff

Communicating the process to employees

Employees are a key part of your organisation; they need to understand why a change is taking place and why the organisation is investing in their development. To avoid any misunderstandings it should be made clear that you are undertaking a skills analysis to better understand strengths and weaknesses and to indicate the right course of action to take in terms of training, team building and development. Employees will need to understand the importance of accurate self assessment and be assured that any previous training or qualifications may contribute.

It is important to communicate a clear image of the future which will serve as a guideline and target for the project. A written statement from the CEO or project sponsor highlighting the processes and actions to achieve this target may be helpful.

In larger organisations nominating champions will help ensure involvement in the project. In addition to the working group discussed in stage 1, champions can be intensively trained or informed and asked to help out other staff and report back difficulties.

Summary

- Key roles:
- Project manager
 - Working group
 - CEO or sponsor

- Key task:
- Ensure that employees understand what is happening and why

- Support available:
- e-skills Passport User Guides
 - ITQ website (<http://itq.e-skills.com>)

Step 3. Involve everyone

Implementing e-skills Passport

Step 3.1 - Consider a trial run

Depending on the size of your organisation you may like to undertake a trial run with a small number of users first. This way you can understand and overcome any barriers that occur in a controlled, manageable environment and develop your solutions ready for general roll out.

Step 3.2 - Complete the skills assessments

This is the first time your staff will be actively involved in the process. By now you will probably have obtained their buy-in through distribution of information and they should understand what is happening and why. Before they can begin, you will need to create e-skills Passport accounts for your employees using e-skills Passport Office. Creation of a user account sends an automatic e-mail to the user informing them of their sign in details.

Employees can then sign in and assess themselves against the skill sets presented to them. If you have put the individual into a team, with an assigned working group member as their manager, they will be required to submit their profile for approval.

Step 3.3 – Monitor progress

At all stages remember to monitor your progress against the plan you created in stage 1. If you are experiencing difficulties try to establish the cause of the problem and resolve it through communication with the support of your CEO or project sponsor.

Summary

- Key roles:
- Project manager
 - Working group
 - Employees

- Key tasks:
- Employees to complete skills self-assessment
 - Monitor progress

- Support available:
- Working group
 - Customer support via the site's Contact Us page
 - e-skills Passport User Guides

Step 4. Analysing the reports

Identifying strengths and weaknesses

e-skills Passport allows you to collectively analyse the skills assessments across your organisation and obtain an understanding of where your strengths and weaknesses are. For monitoring progress and planning training you can see instant reports of your staff's current skill levels and skill gaps against pre-set targets, as well as progress by individual, group or across the entire organisation.

There are 4 types of reports instantly available from the e-skills Passport Office: skills capabilities; skills progression; skills gap analysis and skills gap ranking - each of which is described in the *Guide for Managers and Administrators*. The reports are displayed as easy to view charts and you can download the raw data in spreadsheet format for further analysis and inclusion in company documents.

This step could be undertaken with your training manager or human resources department as you will need their agreement for the next stage.

Summary

- Key roles:
- Project manager
 - Training manager or human resources department

- Key task:
- Analyse reports

- Support available:
- Skills capabilities
 - Skills progression
 - Skills gap analysis
 - Skills gap ranking

Step 5. The skills solution

Choosing appropriate training

Your ultimate goal is to increase the skill levels across your organisation and, in particular, ensure that individuals have the correct skill sets for their job. The information from the reports in the previous stage can be used in many ways, including:

Step 5.1 - Peer to peer learning

With the permission of your staff, you could make a list available to the whole company of Super Users in each skill area. Super Users can act as a first point of contact for help in the specialist skill areas allowing for simple and effective dissemination of knowledge.

Step 5.2 – In-house training

You might have an internal training programme in operation that you would like to tap into. e-skills Passport allows you to add your in-house training sessions and map them to the framework, making them available to users who have skills gaps in the relevant areas.

Step 5.3 – External training courses

You may decide that the best route is to source some training from an external training provider. Training providers can offer a whole range of courses to suit your needs – if you approach them with your skills assessments already completed you will be sure that they will deliver a training solution that meets your needs rather than a blanket, “one size fits all” approach.

ITQ is a new, unique, flexible training and qualification programme that has been designed by employers to meet the needs of today's businesses. It is a complete solution for IT User skills needs and is designed to acknowledge previous IT learning your staff may have obtained. For more information about the ITQ and list of training providers that deliver it please visit <http://itq.e-skills.com>.

Step 5.4 - Review

Whether working with your own in-house training provision or an external provider, you should regularly review your training needs as skills improve to ensure your skills solution is suitable. The feedback process defined in stage 1 may help you do this.

Employees should re-visit their self assessment periodically to ensure they are accurate and that the reports available from the e-skills Passport Office are accurate and reflect actual learning achievements.

Step 5.5 - Career planning

e-skills Passport also lends itself to career planning and can be used as a part of your performance and review process. Set your learners targets and monitor their progress through the system.

Step 5.6 - Recruitment

By assessing potential new recruits against a pre-defined job profile in the e-skills Passport you can compare candidates and determine suitability for the role.

Summary

- Key roles:
- Project manager
 - Training manager or human resources department
 - Employees

- Key task:
- Implement training strategy

- Support available:
- ITQ brochures (available from the ITQ website)
 - ITQ website (<http://itq.e-skills.com>)
 - Training providers

Thank you for reading and using this guide. If you would like to provide us with feedback so that we can make the final version as useful as possible for our customers, please return the feedback form on the next page to passportinfo@e-skills.com.

Feedback

To provide feedback simply put a mark below in the box below the statement that best describes your feeling and record any further comments in the space provided. Please complete as much or as little as is relevant and return completed forms to passportinfo@e-skills.com.

1. a) This guide is very helpful:

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

1. b) Tell us about your experience using e-skills Passport in your organisation. How did it go?

2. a) The language is understandable and free from jargon:

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. b) Are there any improvements you would make? Was there anything you didn't understand?

3. a) The steps are logical, straightforward and relevant to my organisation:

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

3. b) Are there any additional steps you might add? Are there any that you would skip or take away?

4. a) We could avoid barriers to success by following this guide:

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

4. b) What were your main difficulties and sticking points in carrying out this plan?

5. If you would like to, please tell us a little more about how you found this guide and your experiences with e-skills Passport to date.