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Tracking the human assets - and developing them

Presented by Tony Freer

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_experience the commitment™

Agenda

- “Here’s the CGI story with SFIA”
 - The plan
 - Implementation issues
 - Benefits now
 - The future

The Plan

- Where did we want to get to?
- Handle on skills **and** behaviours = ensure that people are in the right job, and have a plan to develop themselves within that role and beyond.
- Here are the steps we undertook:
 - Decide on an approach (i.e use technology)
 - Implement
 - Get Line managers involved
 - Get employees involved
 - Analyse

Implementation

- Why use a technological solution?
 - Flexibility to respond and adapt skills in the future
 - Need to analyse data in many different ways
 - Gives you a view of what you've got, and enables you to be cleverer with it
- Chose InfoBasis platform:
 - flexibility of more than one framework
 - Could go day 1 with SFIA, and add others later
 - Link in learning solutions – Skillsoft e-learning

Implementation Issues

- Success comes through line management engagement – it can't just be an HR initiative (and seen as that)
- Success through the people - IP = skills
- Skill levelling – self assessment =
 - Over assessments
 - Under assessments

Benefits

- More accurate and up-to-date job descriptions
- Makes clearer what people in jobs *should* be doing
- Job role comparisons
- Promotions, create effective development plans
- Not a matter of individual guessing – clearer focus on getting people to where they need to be
- More effective development activities = better targeted spend on training budget
- Can now do overall helicopter view of the skills
- More definitive in recruitment

Career prospecting

Tier 2/3 Technical Roles Developer: Tier 3 (level 4)

All Skills Confirmed Skills

This report lists the core skills of the Job Role that you have chosen and the levels required.

Legend Required Level Meet Requirement Below Requirement Above Requirement

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Skill Path	Skill	Skill Gap
★ CGI Core Values > Corporate Values	Core Values	1 2 3 4 5
★ Oxford Group Behaviours Dictionary > Behaviours	Analytical Thinking	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Conceptual Thinking	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Creativity	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Curiosity	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Impact on Others	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Influencing	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Initiating Action	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Judgement	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Planning and Resourcing	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Questioning and Listening	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Resilience	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Reviewing	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Spoken Communication	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Tenacity	1 2 3 4
★ Oxford Group Behaviours Dictionary > Behaviours	Thoroughness	1 2 3 4
★ SFIPlus 3.0 Framework > Development > Installation and integration	Systems integration	1 2 3 4 5 6
★ SFIPlus 3.0 Framework > Development > Systems development	Data analysis	1 2 3 4 5
★ SFIPlus 3.0 Framework > Development > Systems development	Programming/software development	1 2 3 4 5
★ SFIPlus 3.0 Framework > Development > Systems development	Systems design	1 2 3 4 5 6



Skills Summary

The screenshot displays the CGI Skills Management Software interface. At the top, the CGI logo is on the left, and the user name 'Tony Freer' with a 'Log out' link is on the right. A navigation menu includes 'Home', 'My Information', 'My Skills', 'My Teams', 'Manage Assessments', 'My Reports', 'My Tools', and 'Administer'. Below the navigation, a breadcrumb trail shows the path: Skill Gaps > CGI Group (Europe) Limited > Infrastructure Services > Infrastructure Services teams >. A legend indicates: yellow for '% without gap', red for '% with gap', and green for 'No skill gaps'. The main content area shows a tree view of teams on the left, with 'Infrastructure Services teams' expanded to show sub-teams like 'Bid Support', 'Client Services', etc. The 'Wintel (Vertex)' team is selected, showing 4 members with gaps and 9 skills with gaps. A detailed table lists the team members and their skill gap status.

Team	Members with Gaps	Skills with Gaps	
Infrastructure Services teams (a)			
Infrastructure Services teams			
Wintel (Vertex)	4 / 6	9 / 103	
Person	Position	Skill Gap	Skills with Gaps
John Nash	Senior Server Analyst	2%	1 / 21
Chris Luke	Server Analyst 1	0%	0 / 15
David Austin	Server Analyst 2	0%	0 / 17
Diane Gardner	Server Analyst 2	10%	4 / 17
Eugene Sainsbury	Server Analyst 2	4%	2 / 17
Steve Law	Server Analyst 2	5%	2 / 16

Next Steps

- Resourcing – deploying the right people in the right engagements
- Global delivery crucial – being aware of capability globally increasingly important

Lessons Learned

- Do not under-estimate the change management that may be required
- Need a statement of intent – clarity of direction for all
- Need top-level sponsor
- Difficult to show early ROI