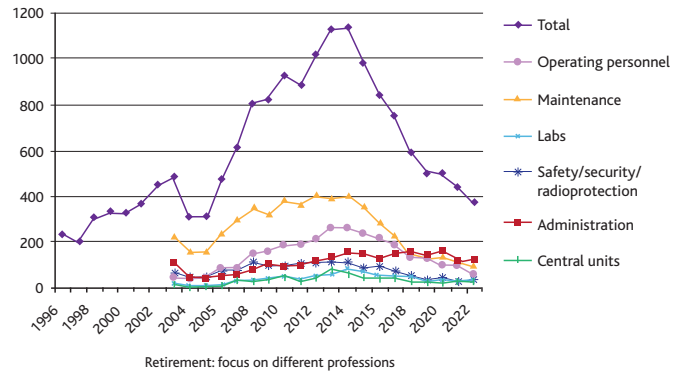


Evaluating a Skills Management System

(A. Largier)

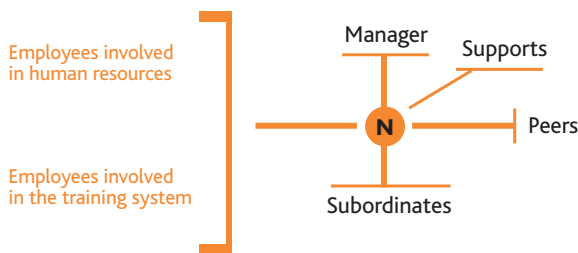
Why?

- In order to anticipate the large number of people due to retire in the next few years, and to optimize the workforce contribution, the company is setting up skills management for better matching of available human resources with company needs.
- The objective is to make a diagnosis of the current skills management system, and to see how well it matched the real life context of the professions and the work.



How?

Since our aim is to analyse the skills management system, we define the major functions of managing this type of system: identifying and listing the necessary skills, assessing the skills available, defining and setting up solutions, evaluating. For each of these functions, the sociology and ergonomics literature provides avenues of exploration.



- We create a binder of technical and regulation documents, interviews and observations in the field.
- We focus on the way the various skill management tools are used for different types of employees. They are chosen because they have different statuses, varied skill domains and are part of different groups or organisations.
- We also interview hierarchical superiors, peers, subordinates and heads of training or human resources on each site.

One main result: to consider the organization

It is important to take into account the way the organization considers individual competencies to match agents in order to allowed collective competences. For example, if the mission of a Local Manager has always the same definition, regarding the organisation, the activity is different because the way the managers delegate depends on several unit specificities (manager's competencies, unit size, number of specialities...).

