How to map a large-scale Organisation, its Activities and its Training: Practical experiences with application to Nursing 2014-16

Organisations require employees to have appropriate knowledge and skills, this can be gained through training and working experiences. However, this can be difficult to track and manage over time in a reliable way. Managers need clear information on knowledge and competencies to deliver effectively and meet strict regulatory requirements.

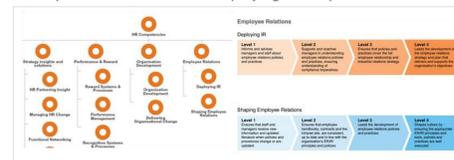In our experience, mapping competencies requires the following stages (Morrison, 2015):

1. Creating a taxonomy of activities, competencies or knowledge for the organisation.
2. Communicating the taxonomy to achieve understanding and buy in.
3. Collecting the data via a user-friendly survey. To ensure accurate data collection, communication must emphasise the type of information being sought and the planned use of that information.
4. Processing data and analysing results, including data validation, statistics and reporting on survey responses.
5. Example findings are gaps in knowledge, differences in skill sets, variations in time spent on activities.
6. Sharing findings. Once the data is available more informed decisions can be made about teams and individuals. When aggregated this can help to inform organisational strategy.
7. Modelling for the future – job design based on what already exists, benchmarking variation in roles, job design for consolidation of skills, job design during times of change.

Key Learnings

- Skills mapping in the Water Industry – resolving taxonomies for technical skills to give a common method for tracking between different companies. An initial consolidation of overlapping documentation on regulation was key to simplifying the process.

- Activity mapping in a Finance Company – visualising activities allowed costs to be connected from teams to processes to customers. This allowed transparency and more informed strategic decision making.

- Objectives mapping for a Transport company – setting up an annual process for submitting objectives and recording progress. The key to success was a user friendly form for both the manager and employee in which they can view each other's updates.

OrgVue for Competency Mapping – Concept Images

How do we effectively store competency framework and taxonomy as a dataset?
Competencies Dashboard displaying descriptors

What is the snapshot of the overall competencies across the whole organisation/ department?
Competencies Dashboard as a heat map

Each of the roles fulfil desired skill levels? Where are gaps?
Role Tree showing competency levels through links
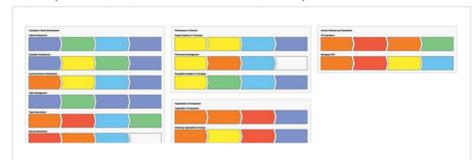
How can competency levels and gaps be updated over time for individuals?
Task Forms
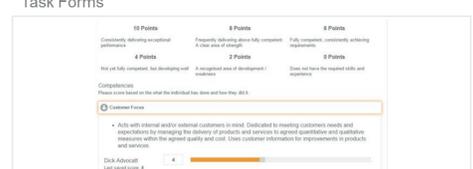
Activity Mapping at a Finance Company
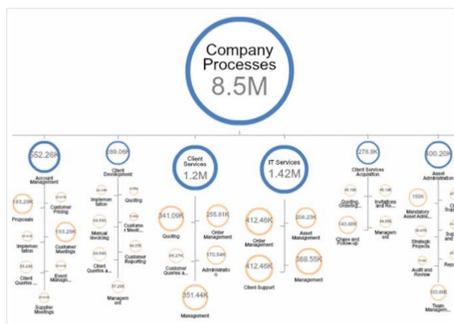
"I knew what we wanted to do, I knew that existing technology could not do it. The cost to serve analysis in Orgvue will be the foundation
For our strategic initiatives for the next 3 years." Ian Marson, Strategy Director

An illustrative view of linking people to processes revealing insights into process costs.

Project Target Group

The nursing profession would be the project target group: OrgVue can map a common taxonomy of competencies and knowledge. A survey is filled in by nurses and their managers to agree which competencies are held by an individuals and which training and experiences they have to back this up. Gap analysis can then be performed between the desired competencies and actual competencies. Data can be anonymised and shared within and between hospitals in order to benchmark competencies. This data can be used to plan future training and hiring efforts by the hospital.

Plan and Design	Data Collection	Analysis and Insight	Action
• Create a taxonomy of nursing competencies • Build survey for competency data collection	• Nurses self-assess competencies • Manager assesses Nurse's competencies	• Feedback at team/ individual level • Aggregate and anonymise data • Share insights within and between hospitals	• Train and hire based on findings

Iterate with pilot group

Project Information

About OrgVue:
Supplied by Concentra, one of the fastest growing and most innovative technology companies in Britain
- Software-on-demand with no additional IT investment
- Market-leading analytics, visualisation and data-consolidation
- In-depth support to train, import data and get analytical insights

Giles Slinger, Product Director
Formerly a Junior Research Fellow in economics at Cambridge University and management consultant with ATKearney, Giles' focus areas are on effective management and intelligent use of business information through intuitive data management and visualisation. He is a firm believer in connecting organisations, employees and customers by promoting transparency.

Miranda Copps, Consulting Analyst
Data Analytics specialist with experience in a range of software packages: OrgVue, Tableau, Alteryx, R. Focus of work is using software to enable organisations to get more from their data, in particular in the fields of HR Analytics and Organisational Transformation. Miranda has a BSc in Biology from Imperial College (1st Class).

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