Skills Strategy Snapshot

developed with
Chief Learning Officer, Global Technology Organization
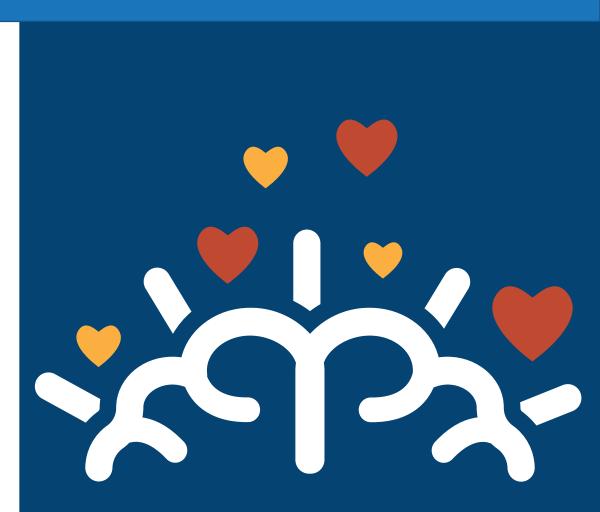
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Agenda

- **Skills Strategy Snapshot**

- **Current State Review**

- **Next Steps**

CURRENT SITUATION

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PTC Skills Strategy Snapshot

FOCUS & VALUE		①	②	③	④
Culture:	Align and focus beliefs, values, mindsets, and behaviors to develop strategic skills	Ad Hoc	**HR-driven - maturing**	*Leadership focus (future)*	*Enterprise mindset (future)*
Talent Scope:	Provide talent flexibility, depth, breadth	**Employees**	**Candidates**	Alumni (not current priority)	Extended enterprise/contingent (not current priority)
Skill Data:	Ensure skill supply visibility, accuracy	Self/manager ratings	Performance assessment/validation	AI-Inferred and enriched with internal data (HRIS, ATS, LMS/LXP, email/chat)	Inferred and enriched with internal and external data (job boards, LinkedIn, resume DB, vendor benchmarks)
Skill Architecture:	Build clarity, consistency of skill description, rating, expectation.	Internal custom developed/maintained library	3rd party standardized, managed library	Blended custom/3rd party library	AI-enabled dynamic architecture
Opportunity Matching:	Close gaps in skill supply, demand.	**Word of mouth**	Job/opportunity board, learning portals	Opportunity marketplace	*AI-assisted marketplace/ matching/prediction (future)*
Skill Analytics:	Accuracy and actionability of supply and demand analysis and forecasting	**Ad Hoc, manual**	Static, manual current snapshot	Dynamic, automated current snapshot	*Dynamic, AI-enabled snapshot, predictive, recommendation (future)*

Current Situation

STRATEGIC DRIVERS AND WORKFORCE

Strategic Drivers
- Digital transformation
- Solution focus moving to cloud/SaaS from on premise solutions
- Cycle of layoffs, attrition
- Talent mobility
- Organization agility

Workforce (Redacted)
- Overall employees: XXX,XXX
- Contingent:
- US: XX
- EMEA: XX
- India: XX
- APAC: XX
- Other: XX
- R&D: XX
- Customer Service: XX
- Sales: XX
- Internal IT: XX
- Other: XX
- Marketing: XX
- Finance: XX
- HR: XX
- Legal: XX

CHALLENGES AND ENABLERS

Challenges/Barriers
- Skills taxonomy (architecture) and mapping to jobs
- Skills data (have vs. need)
- Skills forecast (have today vs. need tomorrow)
- Skills system of record/data aggregation
- Overall people practice/employee experience maturity
- Benchmarking (functional skills and priorities vs. similar orgs)
- Having data and insight-driven conversations around skill priorities (vs. gut feel/intuition/fire drill).
- Skills/learning operating model (functional learning leader coverage, HRBP role)

Enablers
- Successful peer learning and immersion for cloud skills
- Strong business alignment for cloud transition
- Foundational learning for leadership, management
- Project underway to identify future skills
- Current initiative with 30 workstreams, including reskilling/upskilling
- Comp Team initiative to update job architecture

Current Situation

OPERATING MODEL

Organization
- Central team of XX people focused on new hire onboarding, management, leadership
- Learning leaders in some functions (field, customer)
- Gaps in coverage for R&D, Finance, Corporate Strategy, HR?, others?
- Learning strategy part of HRBP role
- Customer-facing University
- New Chief Digital Officer owns internal tech

Skills Technology and Data
- Workday (Core HR)
- ServiceNow (Workflow)
- Visier (People Analytics)
- Eightfold (Talent Intelligence) – focused on talent acquisition
- Multiple Learning Platforms (4+, incl. Docebo, LILearning, O'Reilly)
- No single source of truth for skills data
- No Data, architecture integration
- No External benchmarking capability
- No Skill-based opportunity matching

PROCESS

Process and Governance
- Overall Strategy
- Budget
- Staffing
- Technology
- Data
- Measurement, Insights, Action

Content Management
- Curation-first strategy
- Leverage O'Reilly, LI Learning
- Custom for enterprise programs (new hire, leadership, performance and talent management, etc.)
- R&D does not create content
- Field and customer create content
- HRBP creates some content
- Customer-facing University
- 3rd party development and delivery

Notes

Assessment Summary

Assessment

- Culture: HR driven, still maturing. Leader focus later
- Talent: Employees and Candidates. Alumni and Contingent not an area of focus.
- Data: No ratings, no central data. Need data collection, storage and analytics strategy. Can integrate EF. Enable skill ratings in Workday (or look at Degreed and link to learning)
- Opportunity: internal/external job board. Can extend to learning/assignment.
- Analytics: Adhoc, non-existent. Need to address data issues first.
- Operating Model: L&D understaffed. Meeting the 14:1000 benchmark would yield XXX FTE.
- More staffing would allow learning/skills support for all areas of the org in a portfolio model, with additional resource for curation, experience design, custom development, data/analytics, benchmarking, strategy
- Steering committee to establish strategy, priorities, investment

Content and Technology Summary

Content Management

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Skills Technology and Data

- Workday (Core HR)
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- Data, architecture integration?
- External benchmarking capability?
- Skill-based opportunity matching?

Recommended Next Steps

- **Activate Skills Partnership(s) with business and HR partners**

- **Strategy Workshop to gain alignment and accelerate current efforts**

- **Start to build out Skills Playbook for the organization**

- **Continue to build skills-first, learning culture**

- **Increase leverage of eightfold.ai and other tech capabilities, with a focus on problem-solving and expanding user adoption**

Thank You

Services

- **Skills Strategy Assessment**

- **Strategic Alignment**

- **Skills/Learning Technology Evaluation**

- **Implementation Change Management**

- **Skills Mindset and Culture Enablement**

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Solutions

- **Learning Experience Design and Delivery**

- **Capability Academies**

- **Onboarding**

- **Digital Learning**

- **Performance Support**