

Condition: Clear skill definitions drive consistent, transparent workforce talent decisions.

Skills Initiative Work



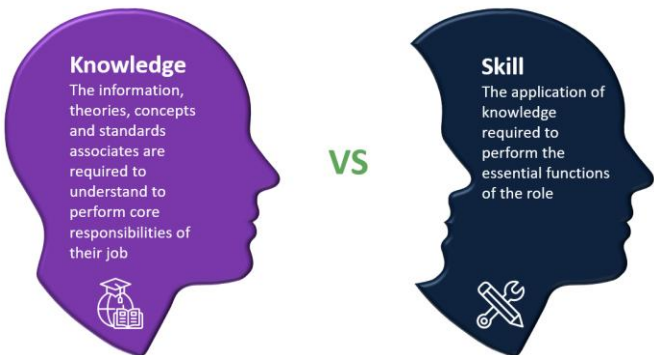
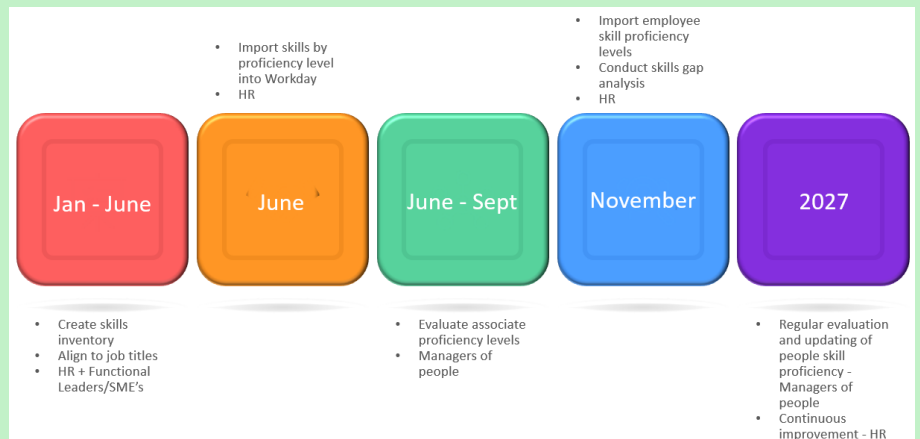
- **Recruitment:** Clearly defining the skills required for each role to improve job postings, candidate evaluation, and hiring decisions.
- **Learning & Training:** Identifying current and emerging skill gaps to inform training programs, knowledge transfer efforts, certifications, and ongoing development investments.
- **Career Development:** Enhancing the organization’s job architecture by aligning job levels and career paths with measurable skill proficiency expectations.
- **Performance:** Evaluating team member’s ability to effectively demonstrate and apply relevant skills relative to expected proficiency levels.
- **Workforce Planning:** Providing reliable data to support future workforce needs, including targeted hiring, internal mobility, and succession planning.

Stakeholder Meetings

One: 30-minute overview of initiative, process, and next steps

Two: 60-minute working session to start required skills proficiencies by job

Three: 60-minute working session to finalize skills proficiencies by job and start team member proficiency assessment



Your role

Your expertise is essential to ensuring our skill definitions and protocols are accurate, relevant, and complete. You also play a key role in assigning expected proficiency levels by job and reviewing team member skill proficiencies.

What we will review

- A core set of workplace effectiveness and technical skills applicable across the organization.
- A list of technical skills specific to your function.
- Observable behaviors that demonstrate how each skill and related knowledge should be applied.

Skill Considerations

Function specific = Payroll Org Code

Skills Category 1 = Technical Skills

Skills Category 2 = Core Workforce Effectiveness Skills (non-function specific)

Considerations: Specific to role/function, we ask you to confirm, add, delete, or change skills applicable in most cases. We will consolidate feedback to define Workforce Effectiveness skills definitions. Final decisions will be based on consensus. R2H (Required to Hire) skills are essential, non-negotiable skills used to determine a candidate’s eligibility for hire.

Relevance	Clarity	Completeness	Observability	Overlap or Redundancy
Is this skill essential to success in the role or function?	Is the definition clear and easy to objectively interpret?	Are we missing anything important here?	Would you be able to directly observe or see evidence of the desired skill?	Are any of the skills redundant or closely related to another?

5	Expert	Recognized expert in this skill, driving innovation, improving systems, and consistently developing others through knowledge sharing, skill development, and professional guidance	
4	Advanced	Adapts application of this skill to complex, variable, or unfamiliar contexts and beginning to demonstrate the ability to support others through skill development and practical guidance	
3	Proficient	Consistently and reliably applies this skill with minimal oversight	
2	Limited	Applies this skill to simple or routine tasks with supervision; requires additional support for non-standard situations	
1	Basic	Understands concepts and terminology but does not yet apply this skill in practice	
0	N/A	Does not apply to the role	

Proficiency Rating Scale

Using the proficiency level definitions and the skills methodology document, select the appropriate level for each skill listed by role.