



How to Implement a Skills Strategy and Build Workforce Resilience



The Importance of Skills

79%

firms are understanding and identifying current and future talent/skill gaps

67%

firms are focusing on reskilling and upskilling their workforce to be future-ready

52%

firms are using data and analytics to measure talent mobility to inform their talent strategy

Enable a Skills-Driven Talent Strategy

Hiring: Expand your talent pool, increase diversity, reduce the skills gap in your organisation by shifting to skills-based hiring compared to the traditional degree-based hiring.

Learning and Development: Enable personalised development plans curated to the goals of each employee that simultaneously ensure they can meet the needs of the organisation.

Performance Management: Measure and assess skills against business needs and clearly articulate performance expectations and promotion criteria to employees.

Workforce Planning: Adopt a skills-based (not role-based) workforce planning strategy enabling your organisation to better identify where it needs to build, buy, or borrow talent and forecast market trends to plan for emerging skill needs.

The Problem With Skills Today ...



Confusing Terms

Numerous skills taxonomies which do not speak to each other.



Confusing Landscape

Skills clouds with over 2,500 skills without order.



Limited Career Planning Value

AI-driven suggestions based on job matching rather than skills.

Aon “Evergreen” Skills Framework

Overview of Competences

Build an outside-in view of skills by role

Update

Refresh periodically to reflect market/business changes

Assignment

Map to individual roles and employees



Framework

Layer in Aon frameworks and benchmarks

Firm's Language

Customise to fit the firm's language and strategic goals

Answer Strategic People and Business Questions

Do we have the skills to deliver what the business needs in the next three years?

What skills do we need to hire? Are we hiring the right skills?

Is there a premium for some skills? What is the pay benchmark for roles across different locations?

How do I future proof my organisational structure so it is flexible, adaptable and resilient?

Aon Can Help – Whatever Your Skills Challenge

- **Benchmark future skills** – using Aon’s Future Skills Framework, businesses can build a data baseline to identify opportunities and inform decisions on the workforce, capabilities, pay and other workforce related risks.
- **Develop a skills and competency framework** – this includes defining and structuring the capability framework with technical, functional and behavioural skills which are future-ready and aligned to the business strategy.
- **Integrate job architecture** – future-proof your job architecture and integrate it with the skills framework to make it flexible, adaptable and resilient.
- **Identify redeployment potential** – undertake a job analysis and success profiling to define redeployment potential of a job based on skills proximity. Improve productivity and identify upskilling/reskilling needs.
- **Enable talent mobility and career pathing** – establish a talent development framework to assess and build skills and competencies. Engage employees to foster a culture of development.
- **Implement skills based pay** – benchmark, analyse and design the right rewards strategy to support a workforce which is adaptable and resilient to change.

About

Aon plc (NYSE: AON) exists to shape decisions for the better—to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

Contact Us

To learn more about managing workforce skills, please visit: aon.com/solutions/human-capital/managing-workforce-skills



or email us at: humancapital@aon.com



©2022 Aon plc.
All rights reserved.



Clients Trust Aon

- Customised to sector
- Based on our comprehensive, proprietary skills framework
- Immediate, targeted interventions to solve specific needs
- Strategic partner