

September 22, 2023

Skills-Based Hiring to enable Digital Transformation

HOSTED BY

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81%

Of employers think they should look at skills rather than degrees when hiring



No college degree? No problem.

More companies are eliminating degree requirements to attract the workers they need.



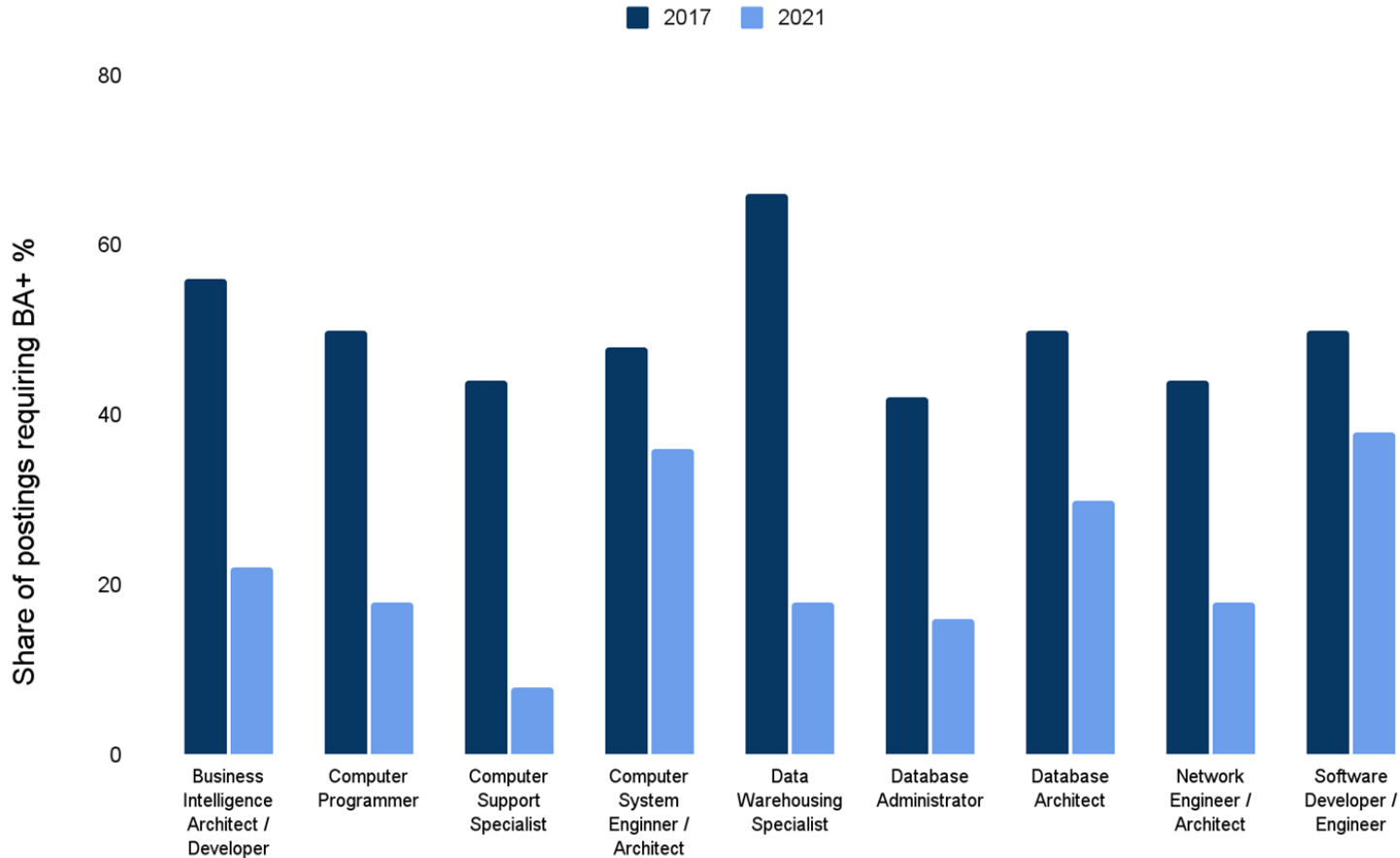
BANK OF AMERICA



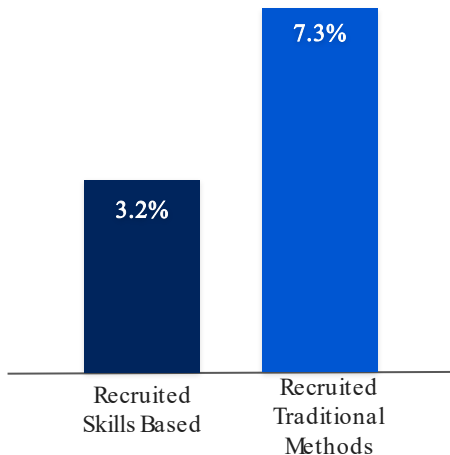
accenture



Change in BA+ postings in specific IT occupations



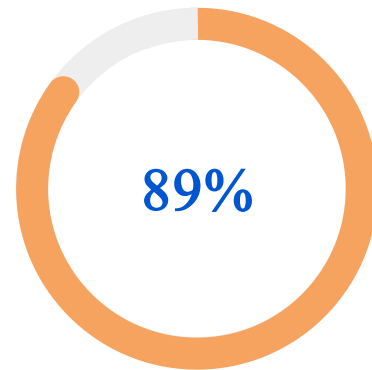
Skills-based hiring is more effective than traditional methods



Planning to Leave Role in Next 12 Months

Increased Retention

Candidates are less likely to leave if hired via skills-based hiring vs traditional methods ¹



Reduced Cost-to-Hire

Over 85% of organizations using skills-based hiring saw a reduction in total cost-to-hire ¹

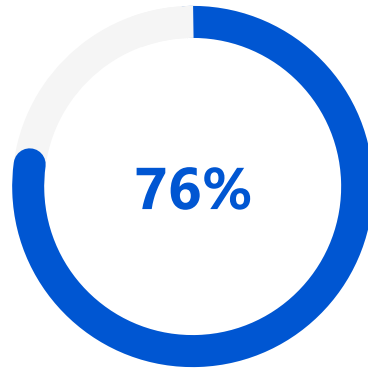
¹ The State of Skills-based Hiring Report, Dec 2022

“Skills-based hiring is the future and the need for it is clear. There is a big problem with the current state of hiring, where bias results in skilled talent being excluded from jobs.”

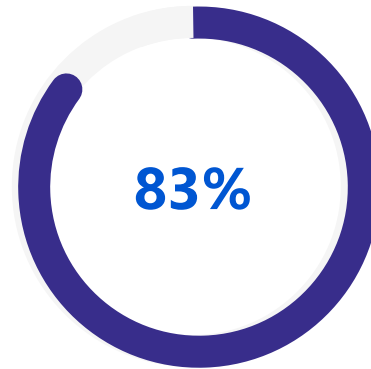


Eva De Mol, Ph.D
Managing Partner, CapitalT
The State of Skills-Based Hiring Report, Dec 2022

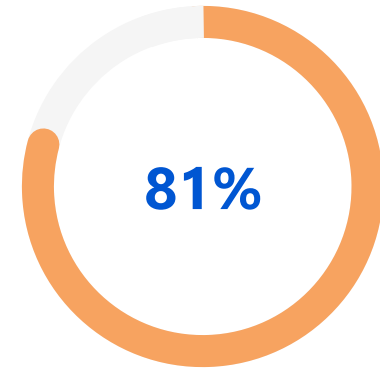
Four-year degree requirements automatically screen out



African Americans

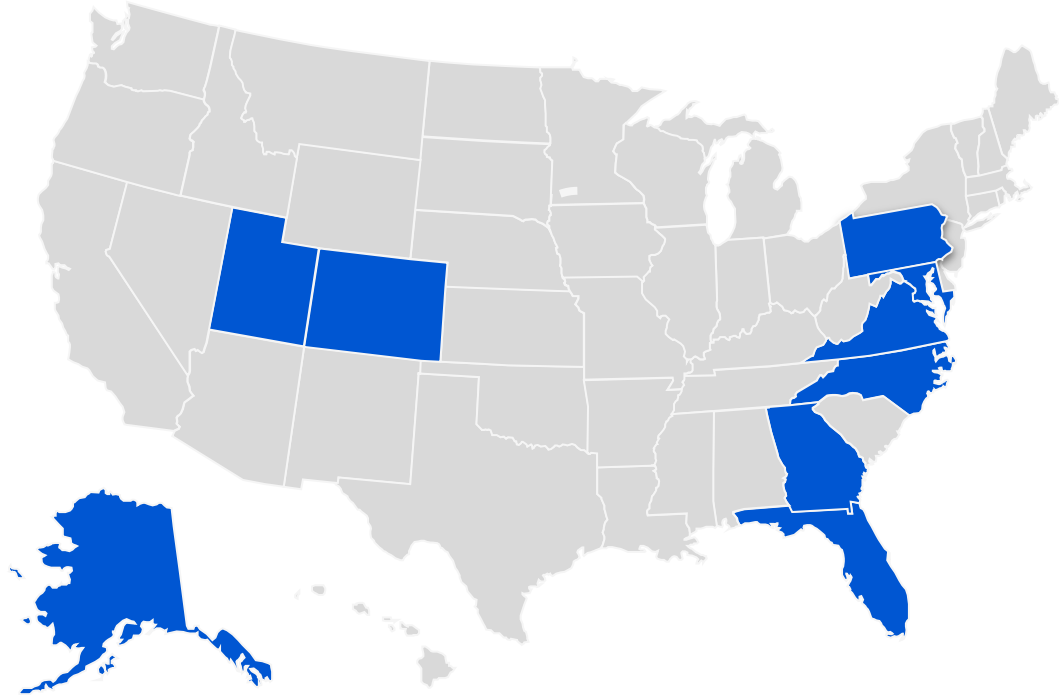


LatinX



Rural Americans

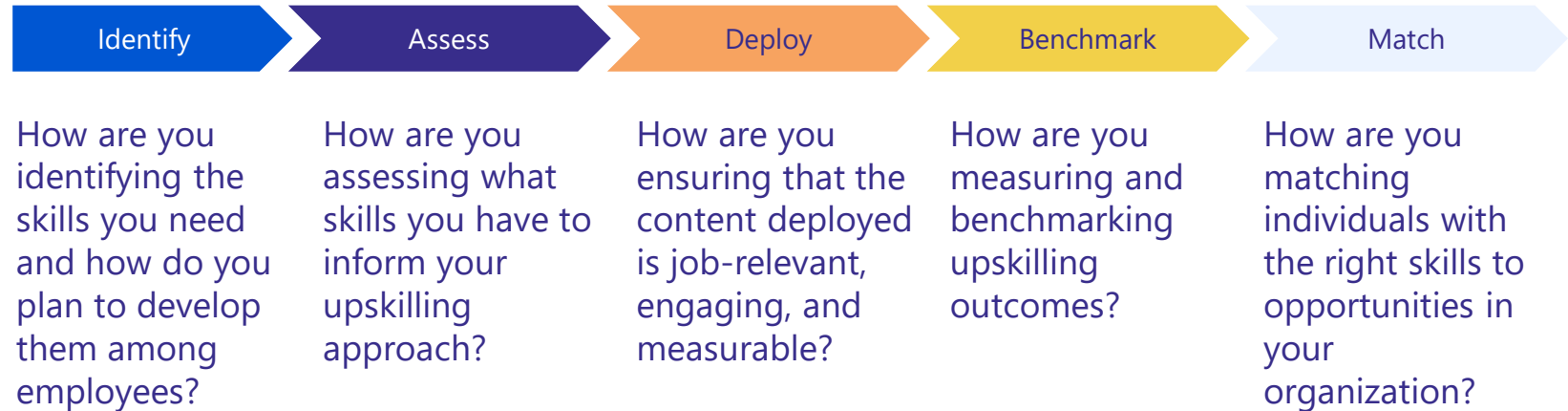
More States are
Eliminating
Degree
Requirements for
Government Jobs
and Adopting
Skills-Based
Hiring
Approaches



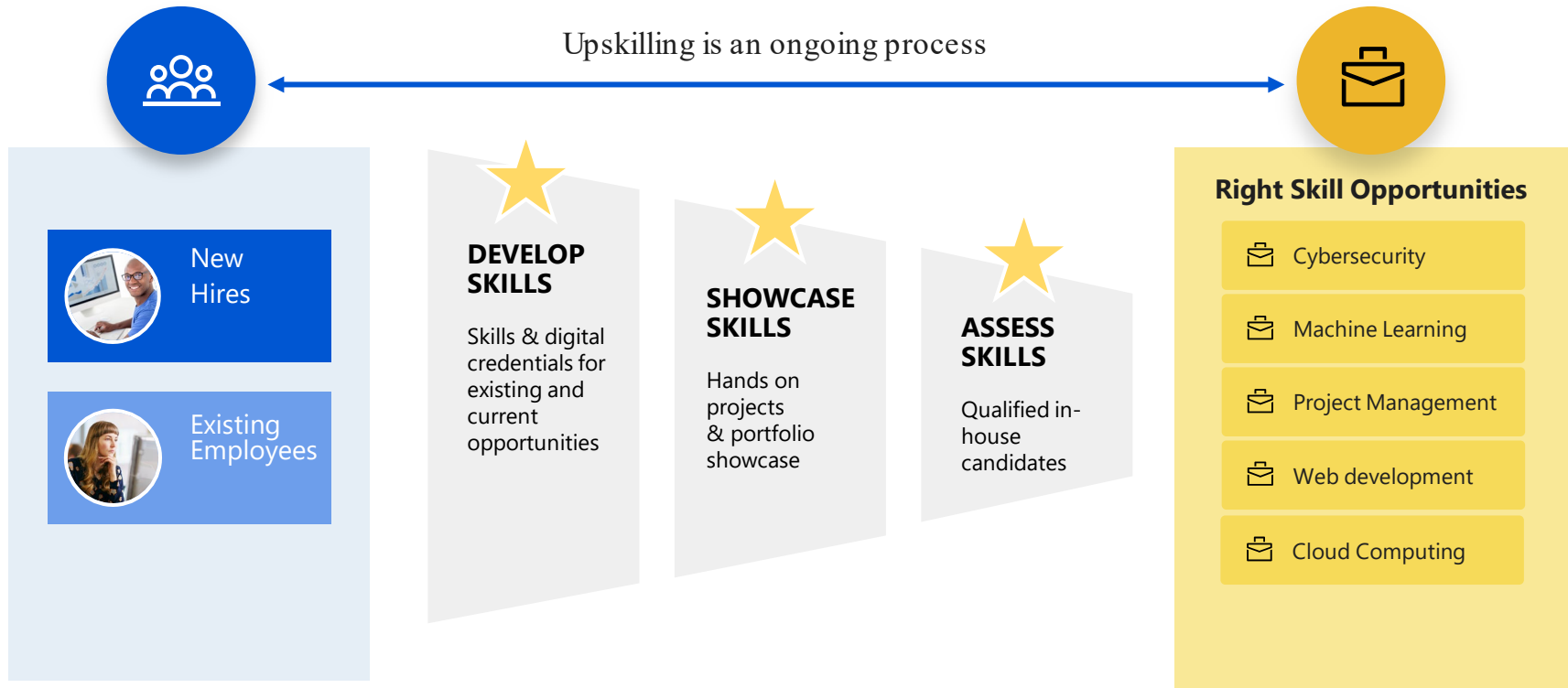
What's making it difficult for government to adopt skills based recruitment include:

- **Recruiting function inexperienced at hiring for digital roles**
- **Ineffective programs to upskill existing employees**
- **Limited awareness of digital skills we already have or need**
- **Difficulties re-training existing skilled talent**

Designing a successful skills-based learning program



Match your employees with the needs of your organization



Texas Innovation and Education Center

September 22nd, 2023



Texas Department of Information Resources

Transforming How
Texas Government
Serves Texans

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Strategic Digital Services Purpose and Goals

PURPOSE:

Help customers:

- **Automate** processes
- **Modernize** legacy technology, and
- Heighten the **digital maturity** of the workforce

GOALS:

- Assist agencies to define their digital vision and strategy
- Develop transformation and modernization champions within agencies
- Educate, train and upskill agency workforce
- Provide an environment to promote innovation, have interactive discussions and learn



Take it to the next level with DIR's Texas Innovation & Education Center



The Playbook

Innovation
Lab



Workshops

Centers of
Excellence

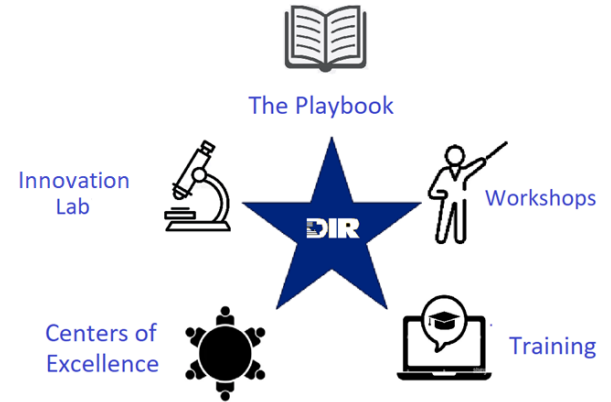


Training

The Texas Innovation & Education Center

Five major components:

1. **The Playbook** (tools and templates)
2. **Centers of Excellence and User Groups** (AI, Cloud, Digital transformation, etc.)
3. **Innovation Lab** (showcase of emerging technology plus a lot more)
4. **Workshops/facilitated sessions** with customers
5. **Training** (Online Training, Technology Today, Peer-to-Peer)



The Playbook



The Playbook

Just as every team's playbook has standards (audible procedures, alignments, stances, etc) that are customized to suit the team's needs, DIR will work with customers to create a custom **Digital Transformation Playbook** to **execute their project specific strategy**.



The Playbook



What is the current state?



Maturity Assessment Tool

What is the desired future state?



Digital Strategy

How do we get to that state?



Implementation Plan & OCM

What do we do first?



Prioritization Tool

Centers of Excellence and User Groups



Centers of Excellence and User Groups



- **Centers of Excellence** provide a team of skilled knowledge workers whose mission is to provide the organization they work for with best practices around a particular area of interest.
 - Cloud CoE
 - AI CoE
 - Modern Application Development
 - Blockchain CoE
 - Identity Access Management
- **User Groups** connect customers in a facilitated setting to share strategies and best practices around a given product or service.
 - **Artificial Intelligence User Group**

Innovation Lab



Workshops



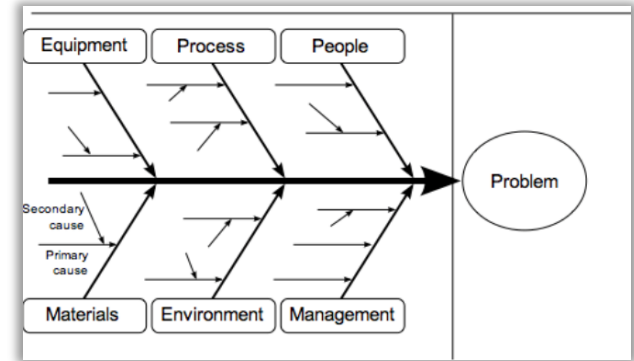
Workshops/Facilitated Sessions



Provide workshops with agency staff to work through the components of Digital Transformation and modernization.

These workshops will use an experienced, but neutral, **Facilitator** that will:

- **Lead** the group process
- **Help** customers improve the way they communicate
- **Examine** and solve problems, and
- **Drive** toward decisions



Training



Training



New technologies and new processes require new skills.

The Innovation & Education Center will provide several modes of training to support Digital Transformation:

- **Upskilling**, such as online training.
- The **Technology Today** series, presented by private sector and non-profit partners and organized by DIR, to provide year-round program of free technical briefings, webinars, training, and events.
- **Peer-to-Peer learning sessions and roundtables**, where CTO facilitates skill-sharing sessions between customers

Maturity Assessment Tool



What is the organization's **culture** in term of risk appetite, innovation, and change management?

What are the **skill sets**, access to technology and related policies?

What is the suitability of the **underlying technology**?

Digital Maturity Assessment Tool - People and Culture

The organization's culture, including customer-focus, innovation, risk appetite and attention to managing change, especially staff roles.

	Level 1 Minimal	Level 2 Informal and reactive	Level 3 Transitional	Level 4 Customer-driven	Level 5 Transformed
People and culture	<input type="checkbox"/> bottom-up drive by staff for embracing digital culture <input type="checkbox"/> little or no appetite in the organisation for digital service delivery <input type="checkbox"/> risk-averse and resistant to change <input type="checkbox"/> limited or no attempt to understand customers <input type="checkbox"/> fear of risk of engagement with social media and of staff use of social media	<input type="checkbox"/> small number of staff engaged in digital projects <input type="checkbox"/> some cross-organisation awareness of digital opportunities <input type="checkbox"/> risk-aversion inhibiting change <input type="checkbox"/> social media engagement restricted to listening <input type="checkbox"/> change management strategy developing <input type="checkbox"/> starting to break down internal silos and collaborative practices emerging	<input type="checkbox"/> digital strategy developed and embraced by staff <input type="checkbox"/> digital team embedded in organisational structure staff understand the benefits and opportunities to them and customers of the digital strategy <input type="checkbox"/> focus is on customers and how digital can meet their needs	<input type="checkbox"/> all staff fully embrace the digital strategy and are driving cultural change <input type="checkbox"/> strong customer-focused culture adopted and continually improved staff organised in teams around customers rather than the organisation's services and products <input type="checkbox"/> staff seek to redefine their roles and personal KPIs in line with the digital strategy and organisational KPIs	<input type="checkbox"/> all staff are digitally savvy and aware; having a defined 'digital team' becomes obsolete <input type="checkbox"/> digital culture is embedded into overall corporate culture and constantly monitored, improved and refined feedback from customers and staff is encouraged, made public, and lessons learned are applied <input type="checkbox"/> staff proactively generate and explore ways to improve digital service delivery and internal productivity via digital solutions

Pillar	Maturity Level Rating
Governance and leadership	1
People and culture	2
Capacity and capability	1
Innovation	2
Technology	1
Overall digital maturity rating (add pillars then divide by 5)	1.4

Digital Transformation (1): Leading, RFOs, the Cloud

Example Collections

Challenge

Collections

Beginner

Intermediate

Advanced/Follow up

Outcome

People	Process	Technology
How to Lead a Digital Transformation?	How to write good RFPs/RFOs?	We are mandated to migrate to the Cloud. Where to start?
Leadership OCM	Requirements Writing Writing RPFs Human Centered Design	Cloud Migration
Fundamentals of Management	Requirements Elicitation: Artifact and Stakeholder Analysis	Cloud Computing Basics
Leading Teams	Requirements Writing	Cloud Computing Applications : Cloud Systems and Infrastructure
Strategic Planning and Execution	Principles of UX/UI Design	Migrating On-premises MySQL Using a Continuous Database Migration Service Job
Manager is upskilled to lead a Digital Initiative!	Staff are ready to drive an IT RFO!	Company is ready to Initiate a pilot Cloud Migration!

Digital Transformation (2): Dev/Ops

Example Collections

Challenge

Collections

Beginner

Intermediate

Advanced/Follow up

Outcome

People	Process	Technology
We are moving to a Dev/Ops model	Business and IT need to Learn Agile	Staff needs to upskill to DevOps
OCM	Agile	Cloud Migration Intelligent Automation
Creating Behavioral Change	Introduction to Agile Development and Scrum	Introduction to DevOps
Strategic Leadership and Management Capstone	Agile Planning for Software Products	DevOps for Network Automation
Governance and Strategy	Using Design to Generate Innovative Business Solutions	Engineering Practices for Building Quality Software
Prepared to drive and manage the change to DevOps!	Business and IT can talk and walk Agile!	The Ops people are learning Development!

The Texas Innovation & Education Center



Link to the Artificial Intelligence User Group (AI-UG) Interest Form



[AI-UG Interest Page](#)

Link to the DIR Online Training Interest Form



[DIR Online Training Interest Page](#)

Vendor Interest Form



[Vendor Interest Form](#)

All Three Interest Forms!



[AI-UG Interest Page](#)



[DIR Online Training Interest Page](#)



[Vendor Interest Form](#)

Thank You

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Texas Department of Information Resources

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