

Scenario 1

Business strategy causes skill addition to job role

Narrative Information	
Name	Skill addition to job role
Subject Area	Skill Management
Version	2.0
Last Modified	2005-July-26
Scenario Context	
Summary	Due to a change in business strategy, the investment management skill is now required for all Advanced Services (AS) IT Analyst within Customer Advocacy (CA). Upon approval of the governing body, the new skilled is created and added to the AS IT Analyst profile. Managers are notified systematically of the change and instructed to begin the communication process with their AS Network Consulting Engineer. The skill's publish date has been future dated three weeks out to provide managers time to communicate.
Assumptions	<ul style="list-style-type: none"> ▪ All skills administrators have already learned how to use the CU skills management system. ▪ This change has been discussed and approved by all the appropriate business owners such as directors.
Actors & Goals	<p>Henry "AS Skills Administrator"</p> <ul style="list-style-type: none"> • Ensure all skill and job role activity for AS is inline with Cisco's strategy <p>Barbara "CA Skills Administrator"</p> <ul style="list-style-type: none"> • Ensure all skill and job role activity for CA and AS is inline with Cisco's strategy <p>Ruben "Cisco Skills Moderator"</p> <ul style="list-style-type: none"> • Ensure all skill and job role activity is inline with Cisco's strategy <p>George "Compensation"</p> <ul style="list-style-type: none"> • Ensure all job role changes are appropriate compared to industry data and Cisco's strategy <p>Jeanne "Manager"</p> <ul style="list-style-type: none"> • Ensure employees are developing their careers effectively and inline with Cisco's strategy <p>Jim "Employee"</p> <ul style="list-style-type: none"> • Ensure that his/her career goals are being achieved and are Aligned himself with the job role expectations for AS Network Consulting Engineer
Triggers	Henry has learned that there is a change in business strategy that requires investment management to be added to the AS IT Analyst job role.

<p>User Comments</p>	<p>Monday morning, August 3rd, in San Jose.</p>	<p>Henry, the Advanced Services (AS) Skills Administrator, has just left the Customer Advocacy (CA) business strategy meeting. AS is a sub-organization of CA. Henry was there to discuss how the change in business strategy would effect the skill requirements of the workforce. It was decided that the investment management skill will be added to the AS IT Analyst job role.</p>
	<p>Henry "AS Skills Administrator"</p>	<p>Henry arrives at his desk and logs into his personalized Intranet start page. Henry navigates to the skills section of Cisco University (CU). Because Henry is an administrator of the AS skills, he is able to add a new skill for that section.</p> <p>Henry wants to add the investment management skill to the AS IT Analyst job role so he searches for the job role. Henry finds the AS IT Analyst job role and starts adding the new skill. He enters the skill's title, provides a brief description and continues to the next step. The system alerts Henry that no similar skills currently exist.</p> <p>Because Henry is adding this new skill to a profile he must specify the appropriate proficiency levels. For each of the 5 skill proficiency levels he describes the behaviors and expectations required to achieve that level.</p> <p>Because the governing body must approve all skill creations, Henry describes the reasoning for adding this skill, specifically the change in business strategy. Because this skill is also being added to the AS IT Analyst job role, Henry describes the reasoning for adding this skill to the AS IT Analyst job role.</p> <p>Henry must now specify his management and employee communication preferences for this change. He wants to make sure both managers and employees are sent reasons for this change. Henry only wants one</p>

		<p>communication for the entire change. He specifies that managers with effected employees receive a detailed email with the reasons for both the profile and skill change when the job role change is approved. Henry chooses not to have a basic publication notification to be sent out to either managers or employees upon publishing. Employees will receive the modified communication with reasons upon publishing.</p> <p>As noted on the screen, Henry must allow at least six business days for the approval process and two weeks for manager communications. Henry would like this change to be active as soon as possible, so he enters August 29th, 2005 as the preferred publish date.</p> <p>Henry is done entering the change. He reviews his entries one last time, runs the spelling and grammar check and submits the change for approval.</p>
	<p><i>The next week in San Jose.</i></p>	<p><i>August 11th</i></p>
	<p>Barbara "CA Skills Administrator"</p>	<p>Barbara is sitting at her desk checking her Cisco email. She received a reminder email notification 2 days ago that there is a new task in her CU task queue. She reads the email and discovers it is a skill addition request.</p> <p>Barbara logs into her personalized Intranet start page, goes to her CU task queue and sorts the tasks to show only her pending skills tasks. She sees that Henry submitted the new investment management skill request.</p> <p>Barbara views the new skill request. She sees that the skill request reached her queue two days ago. Knowing that a reminder email is sent out every day after the request enters her queue and that she only has a total of three days to approve the skill before it is automatically approved, Barbara decides to take care of this request immediately.</p>

		<p>She looks at the skill definition and the communications. She also sees that 4 people from the AS organization will be effected by this change. This is not a surprise to Barbara. She also attended the morning business strategy meeting to discuss changes to the skill requirements of the workforce. Barbara approves the new skill.</p>
	<p><i>The next week in San Jose.</i></p>	<p><i>August 15th</i></p>
	<p>Ruben “Cisco Skills Moderator”</p>	<p>Ruben has just left a meeting and is now arriving at his desk. He logs into his laptop and logs into his personalized Intranet start page. He sees a notification that there are new pending tasks in his queue.</p> <p>Ruben goes to his CU task queue and sorts the tasks to show only his pending tasks. He sees that Henry has submitted the new investment management skill request. This is not a surprise to Ruben as he was notified earlier this week of the changes to the skill requirements of the workforce in AS due to a change in business strategy.</p> <p>Ruben views the new skill request and looks over the definition, number of people impacted and the communications. It all looks good to Ruben.</p> <p>Ruben notices that the approval process has taken longer than anticipated to complete. This does not leave enough time for managers to effectively communication to their employees. Ruben changes the publish date for the new skill request to September 5th, 2005 and approves the request.</p>
	<p><i>August 16th</i></p>	<p><i>All skill requests must be approved before any job role change requests can enter the workflow. The system automatically pushes the job role change request into the workflow.</i></p> <p><i>The system sends the job role change request to Barbara first.</i></p>

	<i>August 17th</i>	<i>Barbara approves the job role change request.</i>
	<i>Later that week in San Jose.</i>	<i>August 19th</i>
	George "Compensation Skills Administrator"	<p>George arrives at his desk, logs into his laptop and opens Outlook and starts his day by checking his email. George has received notification that there is an AS IT Analyst role change request in his CU task queue. George has previously discussed this change with both CA and AS representatives so this request is not a surprise.</p> <p>George logs into his personalized Intranet start page, goes to his CU task queue and sorts the tasks to show only his pending tasks. George quickly reviews the job role change request, including the proficiency levels. He makes sure the new skill addition does not conflict with his industry data and approves the job role change.</p>
	<i>August 22nd</i>	<i>The system sends the job role change request to Ruben. Ruben approves the job role change request.</i>
		<i>The system automatically sends out the manager communication previously specified by Henry.</i>
	<i>The next morning in San Jose</i>	<i>August 23rd</i>
	Jane "The Manager"	<p>Jane has just arrived at the office on and is sitting down to log into her laptop. Jane opens Outlook and begins to check her email. Jane sees an email from CU communications. Jane clicks on the email, "Investment management is now a required skill for AS Network Consulting Engineers," and reads it.</p> <p>Jane discovers that because of a recent change in business strategy investment management has been added to all AS IT Analyst job roles and this change takes effect on September 6th, 2005. Because of prior communication from upper management and from the Learning and Development group Jane is not surprised to see this email.</p>

		Jane has two employees, Jim and Carol, whom will be effected by this change. Jane opens her calendar program and schedules a meeting next week with Jim and Carol to talk about this new skill.
		<i>Jim and Carol receive the meeting request and accept it.</i>
		<i>A week later in Jane's office, Jim, Carol and Jane meet as planned. Jane communicates to them the information from the CU email as to why this change has occurred. They discuss how Jim can assess and acquire this new skill, as he has no experience in investment management. Carol has experience in this skill so they discuss when she can assess her skill.</i>
	<i>September 6th in San Jose.</i>	
	Jim "The Employee"	Jim sits down at his desk, logs into his laptop and begins reading through his email. Jim has received a notification from CU communication that the investment management skill has been added as a required skill for AS IT Analyst and has been added to his job profile. This is not a surprise to Jim due to his past discussions with his manager Jane.

Contributing Work Group Members

Role	Name	Feedback
User Experience	Cassy Rowe	Yes
User Experience	Jim Beno	Yes
Business PM	Jae Ha	7/26 - Yes
Information Technology	Sara Crider	7/26 - Yes
Business Owner	Michelle Marquard	7/26 - Yes

Contributing Users

Role	Name	Feedback
Data Entry		
Sub-Node	Leo Cortez	8/3 @ 11
Node	Laura McCarty	8/2 @ 10
Compensation	Julie Bonstead/Jenni Pozar	8/3 @ 2
Moderator	Erica Benkovich	8/2 @ 1

