

# “Skill-up!: Please mind the Gap” e-Competence Framework and ICT Professional Role Mapping to accelerate Company Transformation

**Silvia Merlotti**

Learning & People Development Manager

**Nexi Group**

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# Nexi: Our Context

- Nexi is the **leading PayTech Company** in Italy, founded in 2017
- **Three market areas:** Merchant Services & Solutions, Cards & Digital Payments and Digital Banking Services
- The digital payments market is **“a green field”**
- **Clear positioning in the market:** to be the **PayTech of Italian Banks**, providing high-advanced payment solutions
- **2000 employees** and **1000 consultants:** 1000 people in the IT area
- Facing a **technological transformation** since 2017
- **More than 50%** of the overall population **changed** in the last 3-4 years
- **Skill-Up!** is the project to **address integration needs** and to support Nexi Human Capital growth, within the IT area



# Skill-Up!: Project Goals

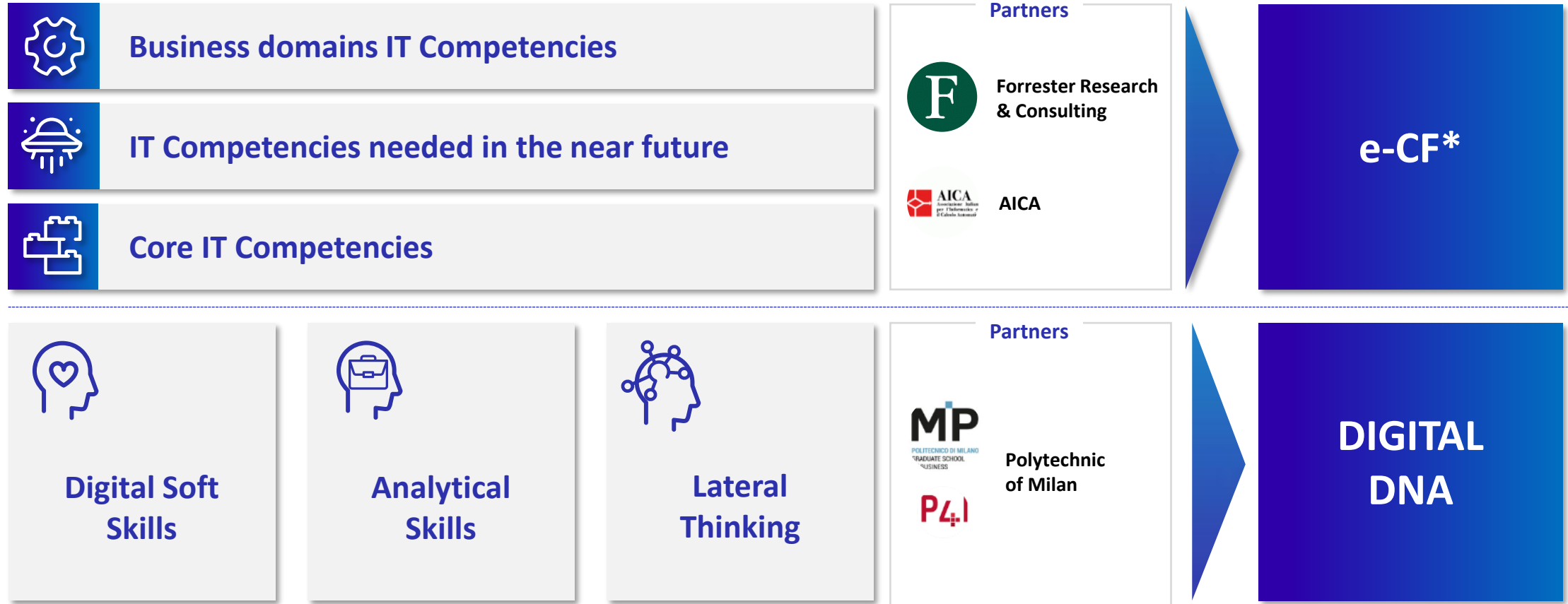
Map the **IT competencies of today and tomorrow** within the **IT area**

- To decide **make or buy**
- To identify **Subject Matter Expert, Coach, Mentor**
- To build specific **learning initiatives** for IT people
- To evaluate **internal job rotation** and **cross-functional side steps**



# Skill-Up!: Our Approach

Nexti model is based on a consolidated methodology developed with 3 excellence partners



\*e-CF is the European e-competence framework, European Standard EN 162341

# Skill-Up!: Project Key Figures

7

## Workshop

with Managers to **build the Nexi competence framework** based on e-CF model

10

## Interviews

to define the **ICT competencies needed for the future**

7

## Webinar & Q&A sessions

with all people involved to **introduce the project** and the **competencies mapping** phase

5

## Workshop

with Managers to **start the validation phase** and share **common guidelines**

2

## Legal Entities

350

People involved in the **competencies mapping**

70

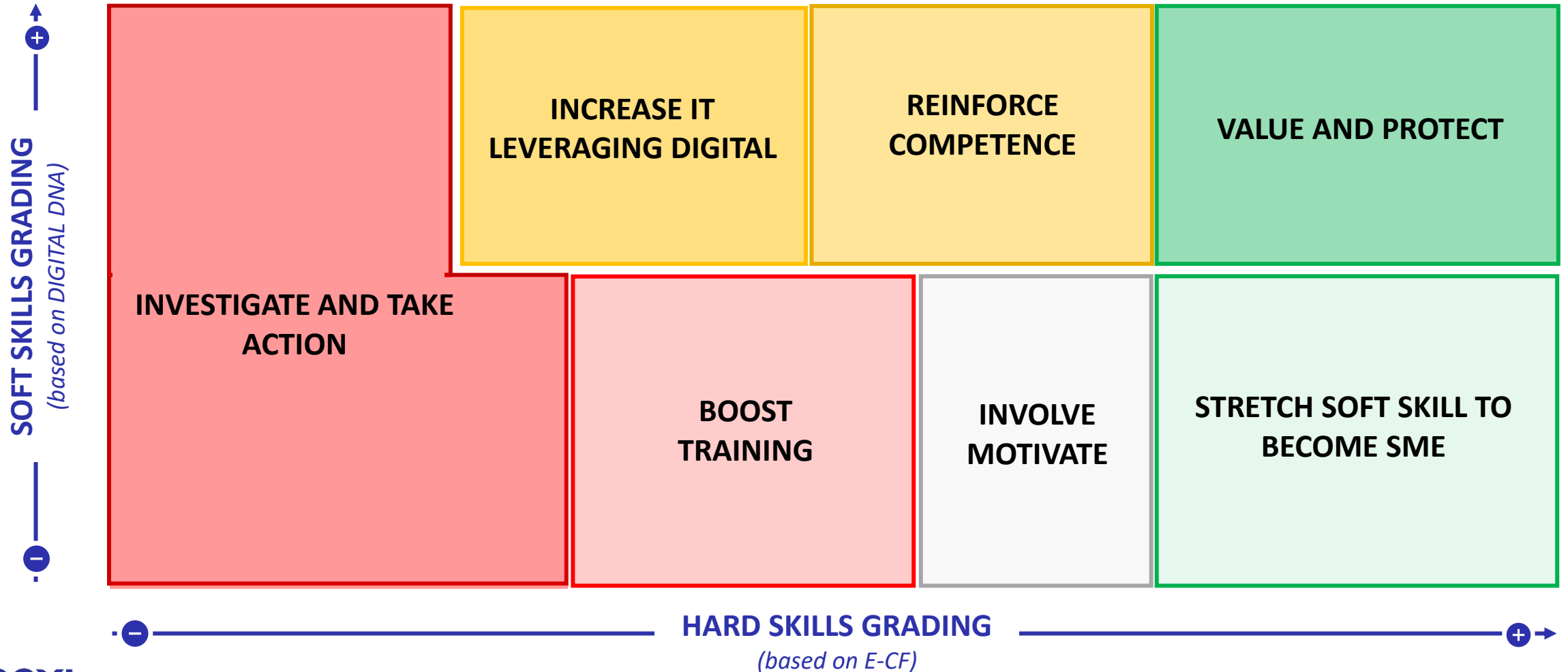
Managers involved in the **validation phase**

6

Months of work

# Skill-Up!: Nexi follow-up actions

Results of hard and soft skill assessment combined in a two-dimensional matrix allow us to identify clusters of people on which to perform specific actions

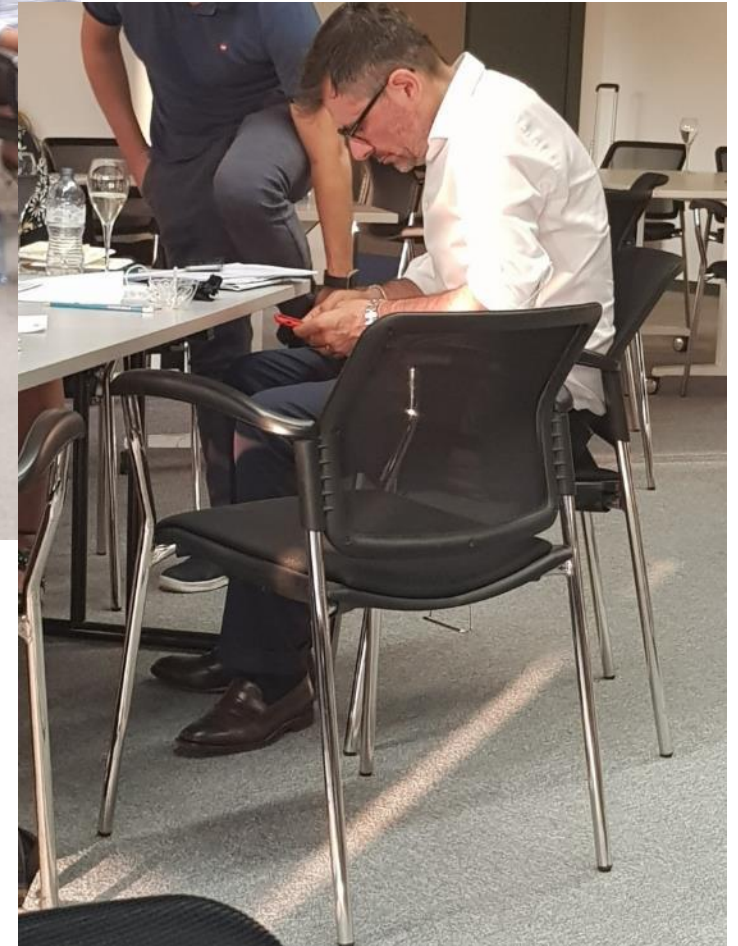


# Skill-Up!: Key factors to be successful

- **Strong sponsorship:** it's not an HR process, but a company process
- **Management involvement** at different levels (both Top and Middle Management sponsorship are essentials)
- **Select appropriate timing:** choose a timeframe distant from performance evaluations, to avoid misunderstandings. It is a development process!
- **Individual commitment:** ask for valuable, passionate commitment to all those participants. It's not a joke, but a **company investment** (time, money, ...)



# Engagement!



100+

Beers

drunk during workshops





nexi

