“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
November 2021
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

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

Business domains IT Competencies

IT Competencies needed in the near future

Core IT Competencies

Partners

Forrester Research & Consulting

AICA

Polytechnic of Milan

Digital Soft Skills

Analytical Skills

Lateral Thinking

DIGITAL DNA

*e-CF is the European e-competence framework, European Standard EN 162341
Skill-Up!: Project Key Figures

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

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

- **Webinar & Q&A sessions**
  - with all people involved to introduce the project and the competencies mapping phase

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

- **Legal Entities**: 2
- **People involved in the competencies mapping**: 350
- **Managers involved in the validation phase**: 70
- **Months of work**: 6
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.

- **SOFT SKILLS GRADING** (based on DIGITAL DNA)
  - INVESTIGATE AND TAKE ACTION
  - BOOST TRAINING

- **HARD SKILLS GRADING** (based on E-CF)
  - INCREASE IT LEVERAGING DIGITAL
  - REINFORCE COMPETENCE
  - INVOLVE MOTIVATE
  - VALUE AND PROTECT

- STRETCH SOFT SKILL TO BECOME SME

VALUE AND PROTECT

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INCREASE IT LEVERAGING DIGITAL

REINFORCE COMPETENCE
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