

Skills Audit

Skills Audit (Service Desk Competency)

April 2017

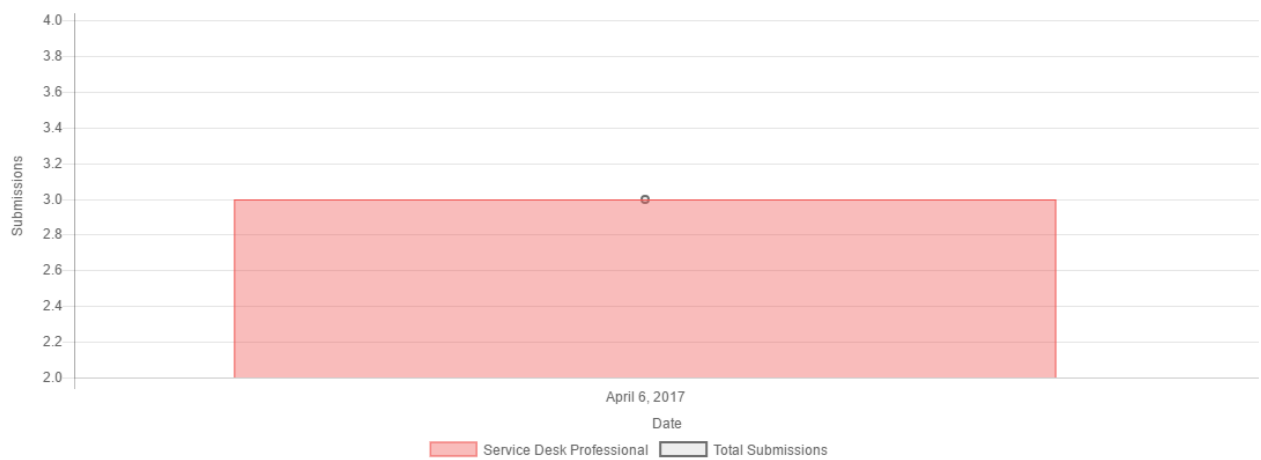
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1.0 Audit Details






















- Date arranged: 6th April 2017
- Total Number of Employees: 3
- Total take-up: 100%
- Total time to 100% take-up: 1 days.
















Submissions in the last year



2.0 Organisation-wide breakdown of results

This table details the comparative relevance, training need and training priority per skill across the respondents.

Question	Differential	0	1	2	3	4+	Relevance to workforce	Training Need	Training Priority	
Professionalism										
1.Applying a positive approach and attitude	High	1				1				
2.Understanding service delivery models	Medium		1			1				
3.Complying with contractual standards	Negligible					1				
4.Knowledge management	Negligible					2				
5.Awareness of organisational IT policies, aims and processes	Negligible		1	1						
6.Undsertanding the nature of the organisations' business	Negligible					1				
7.Managing expectations	Low		1	1		1				

8.Managing complaints and admitting errors	Negligible			1	1			
9.Keeping to schedule	Low			1	1			
10.Working at pace	High	1			1			
11.Teamwork	Negligible				2			
12.Managing cultural diversity	Negligible	1	1					
13.Identifying common stress symptoms and managing stress	Negligible				3			
14.Managing quality assurance	Negligible				1			
15.Managing a service catalogue	Negligible			1	1			
16.Dealing with confidentiality	Negligible				1			

Analyst Skills

17.Emotional Intelligence and recognising emotions	Medium	1	1	67%	47%	31%
18.Following communication protocols	Low	1	1	67%	53%	36%
19.Recognisig barriers to communication	Low	1	2	100%	87%	87%
20.Using questioning techniques	Medium	1	1	67%	47%	31%
21.Verbal skills such as clear and concise communications	Negligible	2	1	100%	67%	67%
22.Adapting to a communication style	Negligible		1	33%	33%	11%
23.Identifying nonverbal communications	Negligible		2	67%	67%	45%
24.Active listening	Medium	1	1	100%	67%	67%
25.Written communication skills	Negligible		1	33%	33%	11%
26.Written communication skills	High	1	1	67%	40%	27%

27.Creative thinking (a way of looking at problems or situations from a fresh perspective that suggests unorthodox solutions)	Negligible	1			33%	7%	2%
28.Critical thinking (the objective analysis and evaluation of an issue in order to form a judgement)	Low		1	1	67%	53%	36%
29.Critical thinking (the objective analysis and evaluation of an issue in order to form a judgement)	Irrelevant				0%	0%	0%
30.Taking decisions and initiative	Negligible			1	33%	33%	11%
31.Problem solving	Irrelevant				0%	0%	0%
32.Dealing with abusive customers	Negligible	1	1		67%	33%	22%
33.Conflict resolution	Negligible	1			33%	7%	2%
34.Negotiation	Negligible	1			33%	7%	2%
35.Recognising personality types	Negligible			1	33%	27%	9%
36.Conducting surveys	Medium	1		1	67%	47%	31%

Call management


















37.Call preparations	Negligible		1	1	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 60%; background-color: #808080; color: white;">60%</div>	<div style="width: 40%; background-color: #808080; color: white;">40%</div>
38.Optimising call time	Negligible			2	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 45%; background-color: #808080; color: white;">45%</div>
39.Gracefully closing and disengaging from calls	Low		1	1	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 53%; background-color: #808080; color: white;">53%</div>	<div style="width: 36%; background-color: #808080; color: white;">36%</div>
40.Greeting callers	Negligible			1	<div style="width: 33%; background-color: green; color: white;">33%</div>	<div style="width: 27%; background-color: green; color: white;">27%</div>	<div style="width: 9%; background-color: green; color: white;">9%</div>
41.Directing the conversation	High	1		1	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 40%; background-color: #808080; color: white;">40%</div>	<div style="width: 27%; background-color: green; color: white;">27%</div>
42.Maintaining the customers' attention	Negligible			2	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 45%; background-color: #808080; color: white;">45%</div>
43.Techniques for dealing with unsupported items	Negligible			1	<div style="width: 33%; background-color: green; color: white;">33%</div>	<div style="width: 33%; background-color: green; color: white;">33%</div>	<div style="width: 11%; background-color: green; color: white;">11%</div>
44.Placing calls on hold	Low		1	1	<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 53%; background-color: #808080; color: white;">53%</div>	<div style="width: 36%; background-color: #808080; color: white;">36%</div>
45.Transferring calls	Low	1	1		<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 40%; background-color: #808080; color: white;">40%</div>	<div style="width: 27%; background-color: green; color: white;">27%</div>
46.Leaving voice messages	Negligible	1	1		<div style="width: 67%; background-color: red; color: white;">67%</div>	<div style="width: 20%; background-color: green; color: white;">20%</div>	<div style="width: 13%; background-color: green; color: white;">13%</div>
47.Dealing with rambling, inconvenienced and reluctant customers	Low		2	1	<div style="width: 100%; background-color: red; color: white;">100%</div>	<div style="width: 73%; background-color: red; color: white;">73%</div>	<div style="width: 73%; background-color: red; color: white;">73%</div>

48. Monitoring calls	Negligible			1	<div style="width: 33%; background-color: #28a745; height: 10px;"></div> 33%	<div style="width: 33%; background-color: #28a745; height: 10px;"></div> 33%	<div style="width: 11%; background-color: #28a745; height: 10px;"></div> 11%
<hr/>							
<h2>Service Desk Process</h2>							
49. Following processes and procedures	Low		2	1	<div style="width: 100%; background-color: #dc3545; height: 10px;"></div> 100%	<div style="width: 73%; background-color: #dc3545; height: 10px;"></div> 73%	<div style="width: 73%; background-color: #dc3545; height: 10px;"></div> 73%
50. Documenting processes and procedures	Low		1	1	<div style="width: 67%; background-color: #dc3545; height: 10px;"></div> 67%	<div style="width: 53%; background-color: #6c757d; height: 10px;"></div> 53%	<div style="width: 36%; background-color: #6c757d; height: 10px;"></div> 36%
51. Prioritising tasks and actions	Negligible		1	1	<div style="width: 67%; background-color: #dc3545; height: 10px;"></div> 67%	<div style="width: 47%; background-color: #6c757d; height: 10px;"></div> 47%	<div style="width: 31%; background-color: #28a745; height: 10px;"></div> 31%
52. Identifying trends and workflows	Medium		1	2	<div style="width: 100%; background-color: #dc3545; height: 10px;"></div> 100%	<div style="width: 80%; background-color: #dc3545; height: 10px;"></div> 80%	<div style="width: 80%; background-color: #dc3545; height: 10px;"></div> 80%
53. Creating management information	Negligible			1	<div style="width: 33%; background-color: #28a745; height: 10px;"></div> 33%	<div style="width: 33%; background-color: #28a745; height: 10px;"></div> 33%	<div style="width: 11%; background-color: #28a745; height: 10px;"></div> 11%
54. Dealing with Service requests	Medium		1	1	<div style="width: 67%; background-color: #dc3545; height: 10px;"></div> 67%	<div style="width: 47%; background-color: #6c757d; height: 10px;"></div> 47%	<div style="width: 31%; background-color: #28a745; height: 10px;"></div> 31%
55. Keeping customers informed (e.g. using status updates)	High	1		1	<div style="width: 67%; background-color: #dc3545; height: 10px;"></div> 67%	<div style="width: 40%; background-color: #6c757d; height: 10px;"></div> 40%	<div style="width: 27%; background-color: #28a745; height: 10px;"></div> 27%
56. Understanding service desk responsibilities	Negligible			1	<div style="width: 67%; background-color: #dc3545; height: 10px;"></div> 67%	<div style="width: 60%; background-color: #6c757d; height: 10px;"></div> 60%	<div style="width: 40%; background-color: #6c757d; height: 10px;"></div> 40%
57. Incident reporting (such as verifying entitlement)	Negligible			1	<div style="width: 100%; background-color: #dc3545; height: 10px;"></div> 100%	<div style="width: 93%; background-color: #dc3545; height: 10px;"></div> 93%	<div style="width: 93%; background-color: #dc3545; height: 10px;"></div> 93%

Incident and problem management

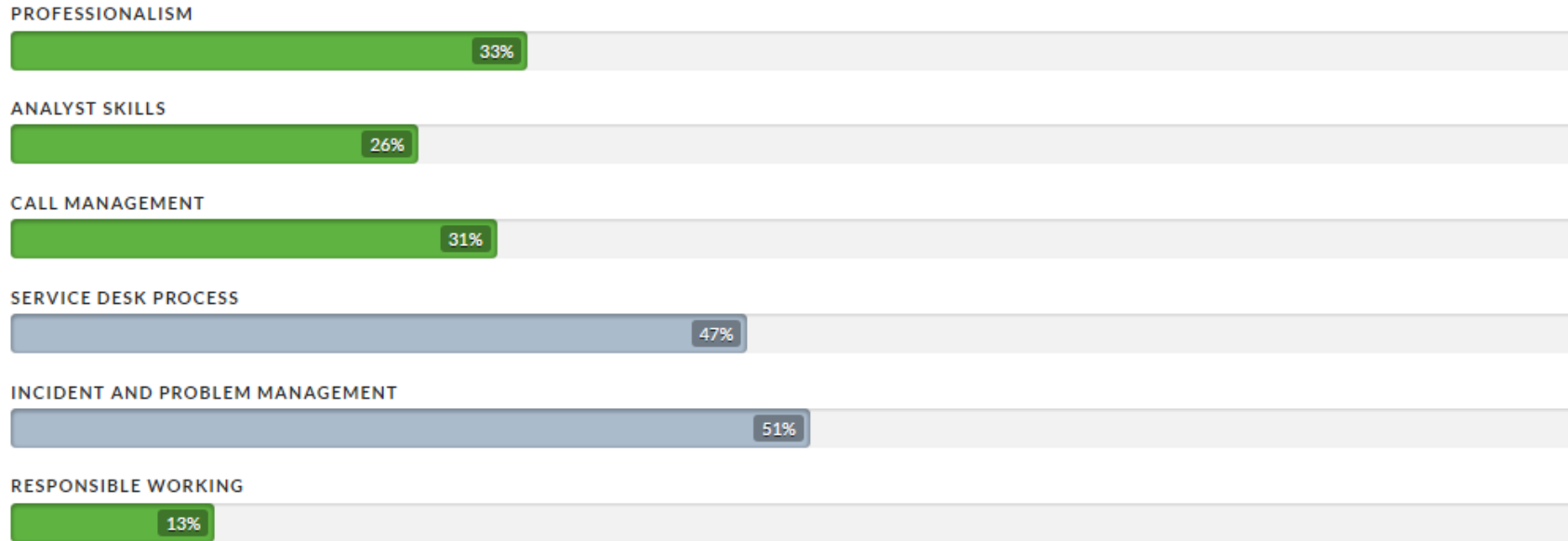
58.Dealing with incidents (e.g. management, opening, closing)	Negligible			1	33%	33%	11%
59.Identifying and dealing with risks for service continuity	Negligible	1	1	1	100%	80%	80%
60.Prioritising incidents	Negligible			1	33%	33%	11%
61.Identifying points of failure	Medium	1		1	67%	47%	31%
62.Preventing future incidents	High	1		2	100%	73%	73%
63.Escalating problems in an appropriate manner	Negligible			1 2	100%	93%	93%
64.Describing problems accurately	Low	1	1	1	100%	60%	60%

Responsible working

65.Security management	Negligible			1			
66.Creating security policies	Medium	1	1				
67.Complying with relevant legislation	Irrelevant						
68.Dealing with security compromises	Negligible			2			
69.Software licensing and management	Irrelevant						
70.Asset management	Irrelevant						

2.1 Priority training needs summary

Green bars indicate that there is a *low* priority training need. Gray bars indicate there is a *medium* priority. Red bars indicate that there is an *urgent* training priority. Organisations will typically invest in medium to high areas of priority training first.



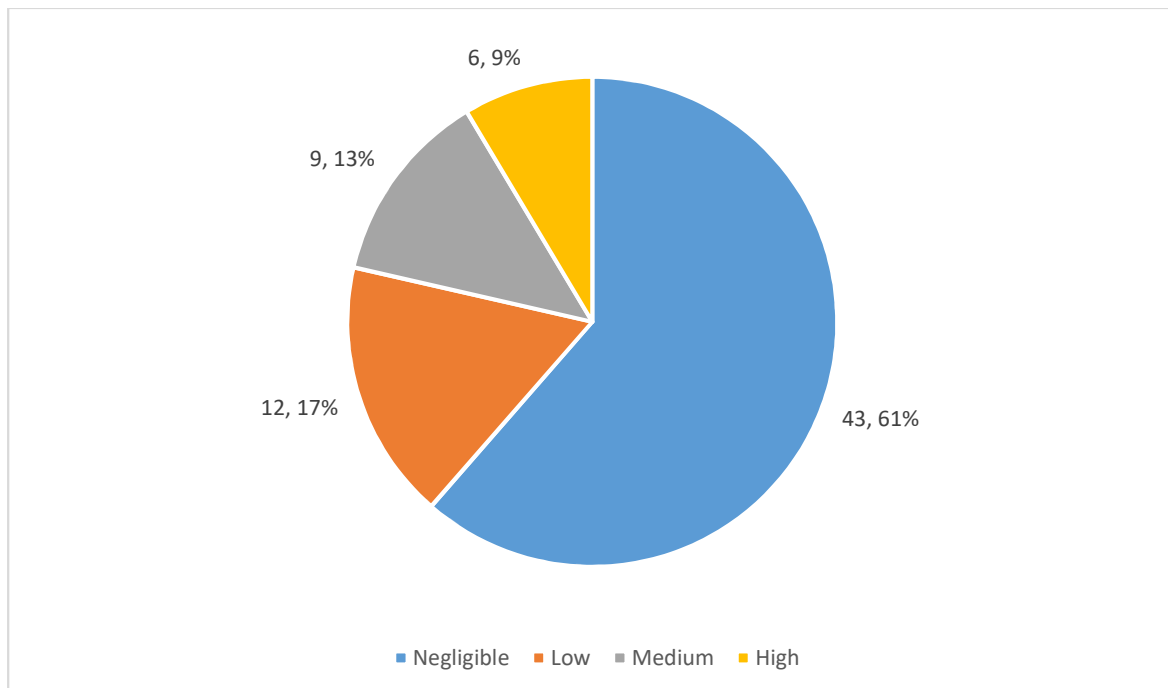
The overall skills deficit is small, with 4 out of 6 areas requiring no immediate improvement. Service desk process and incident/problem management are the weakest categories.

2.2 Skills Variance

The variance for each skill has been measured. This is a measure of the gap difference in terms of capabilities between the participants where the skill has been assessed as being 'relevant'.

For example, a high variation is recorded where one employee has rated themselves as having low proficiency and a second employee has rated themselves as having high proficiency in the same skill which is relevant to their work.

This is an important facet as it highlights weaknesses or potential single points of failure. Moreover, potential for work quality inconsistency.

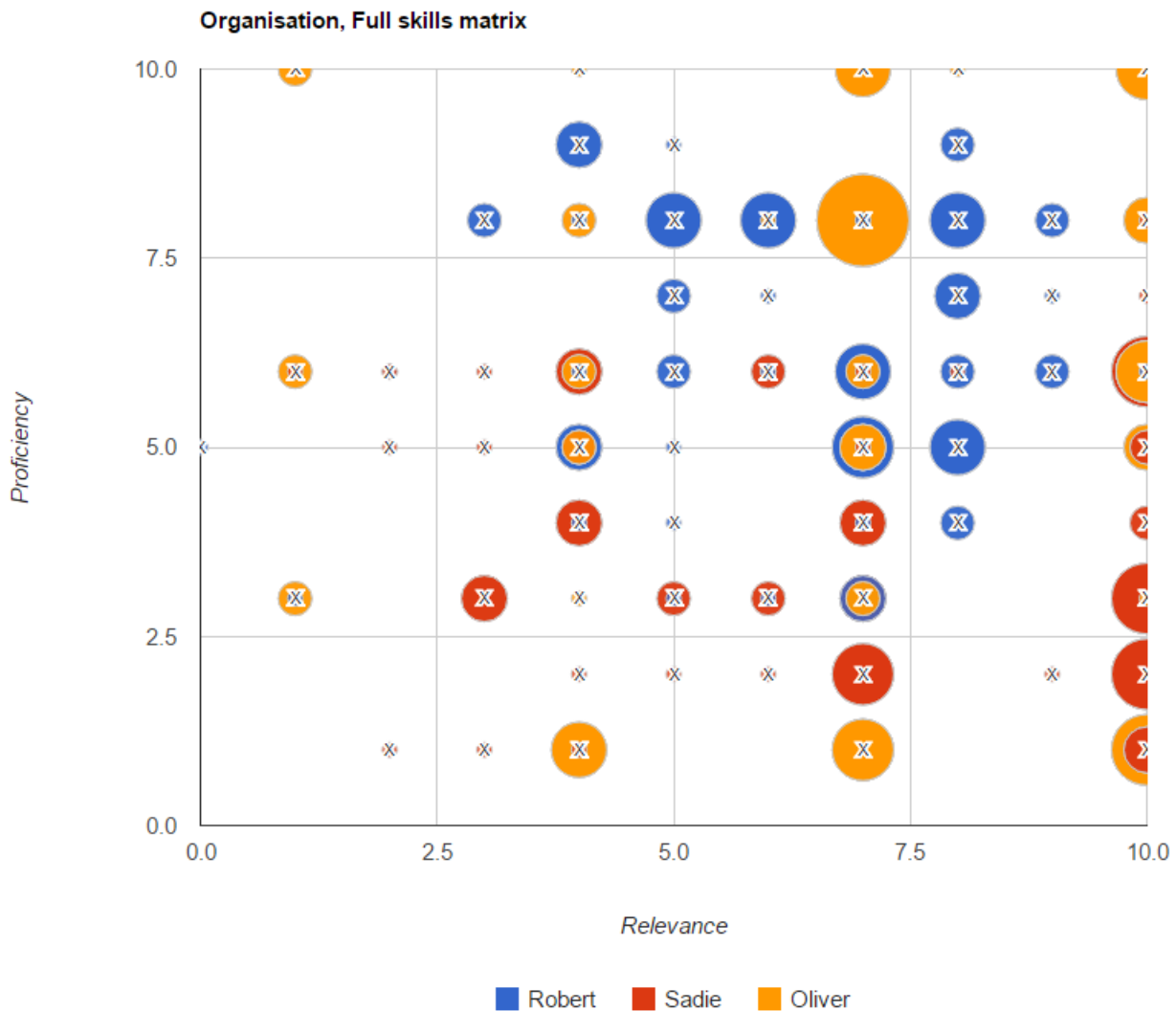


Areas of high variance

- Applying a positive approach and attitude
- Working at pace
- Written communication skills
- Directing a conversation
- Keeping customers informed
- Preventing future incidents

2.3 Organisation: Gap view

The gap view is a bubble chart which plots each answer and the frequency of that answer for both relevance (x-axis) and proficiency (y-axis). It shows you the distribution of answers across your organisation. Ideally the more relevant a skill becomes; the denser proficiency should appear.



It is clear from the spread of answers across the question range that the workforce has a wide range of abilities. However, where there are very high levels of relevance these span the proficiency scale.

The distribution suggests that there are few employees who have skills which they are not using which is unusual.

The ratio of the top right quadrant to the rest of the matrix is 0.38 which is about the same as other companies. You should look to improve this figure as time goes on.

3.0 Individual Needs Summary

Oliver

Relevance to job by theme

PROFESSIONALISM

81%

ANALYST SKILLS

70%

CALL MANAGEMENT

67%

SERVICE DESK PROCESS

100%

INCIDENT AND PROBLEM MANAGEMENT

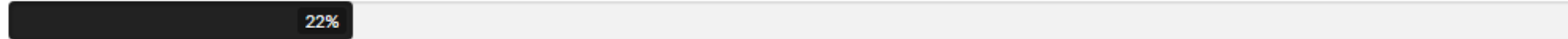
86%

RESPONSIBLE WORKING

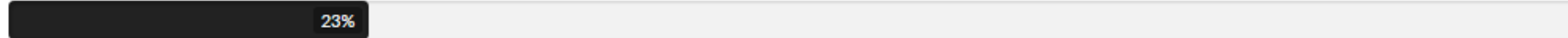
33%

Training deficit by theme

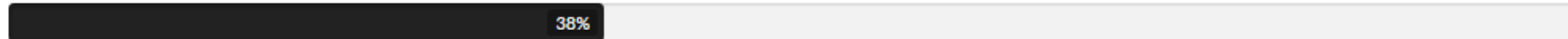
PROFESSIONALISM



ANALYST SKILLS



CALL MANAGEMENT



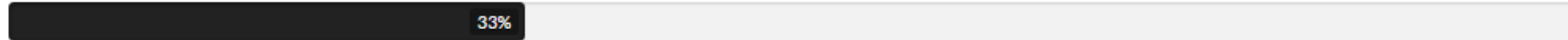
SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT

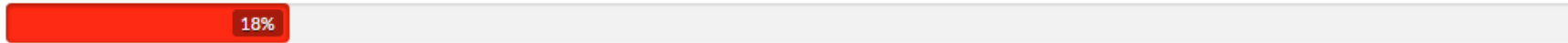


RESPONSIBLE WORKING

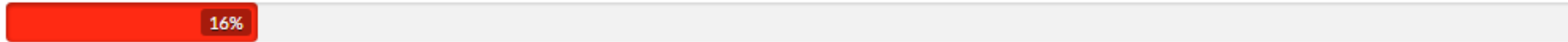


Overall training priority

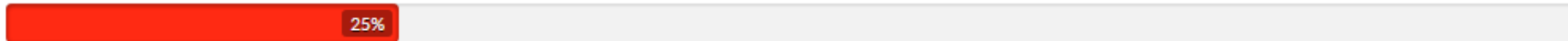
PROFESSIONALISM



ANALYST SKILLS



CALL MANAGEMENT



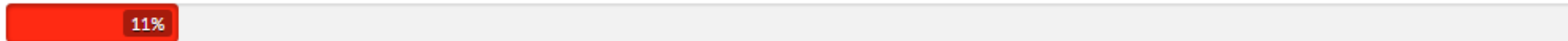
SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT



RESPONSIBLE WORKING



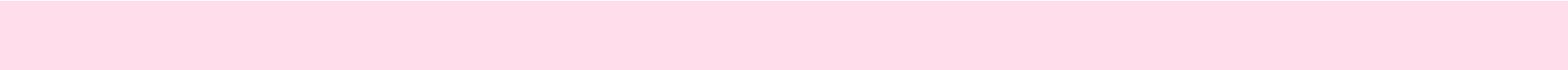
Personalised Training Needs

Must be satisfied

- Managing expectations
- Managing complaints and admitting errors
- Identifying common stress symptoms and managing stress
- Identifying nonverbal communications
- Written communication skills
- Critical thinking (the objective analysis and evaluation of an issue in order to form a judgement)
- Optimising call time
- Maintaining the customers' attention
- Techniques for dealing with unsupported items
- Placing calls on hold
- Following processes and procedures
- Documenting processes and procedures
- Identifying trends and workflows
- Keeping customers informed (e.g. using status updates)

Should be satisfied

- Managing a service catalogue
- Following communication protocols
- Recognising barriers to communication
- Verbal skills such as clear and concise communications
- Dealing with rambling, inconvenienced and reluctant customers
- Prioritising tasks and actions

- Understanding service desk responsibilities
 - Incident reporting (such as verifying entitlement)
 - Identifying and dealing with risks for service continuity
 - Prioritising incidents
 - Preventing future incidents
 - Escalating problems in an appropriate manner
 - Security management
 - Dealing with security compromises
- 

Personalised, Prioritised Training Needs

1=Top priority

1. Understanding service desk responsibilities
2. Incident reporting (such as verifying entitlement)
3. Following processes and procedures
4. Documenting processes and procedures
5. Escalating problems in an appropriate manner
6. Keeping customers informed (e.g. using status updates)
7. Identifying trends and workflows
8. Identifying and dealing with risks for service continuity
9. Prioritising incidents
10. Placing calls on hold
11. Preventing future incidents
12. Techniques for dealing with unsupported items
13. Optimising call time
14. Maintaining the customers' attention
15. Identifying nonverbal communications
16. Managing expectations
17. Managing complaints and admitting errors
18. Identifying common stress symptoms and managing stress
19. Written communication skills
20. Critical thinking (the objective analysis and evaluation of an issue in order to form a judgement)
21. Dealing with security compromises
22. Security management

Robert

Relevance to job by theme

PROFESSIONALISM



ANALYST SKILLS



CALL MANAGEMENT



SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT

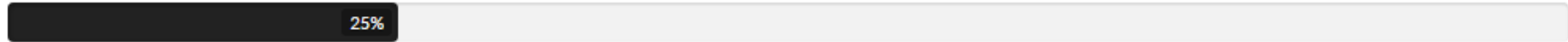


RESPONSIBLE WORKING

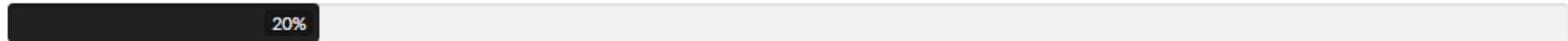


Training deficit by theme

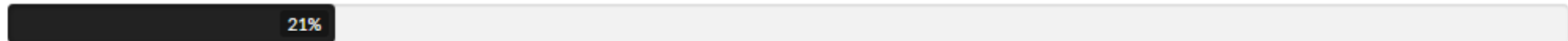
PROFESSIONALISM



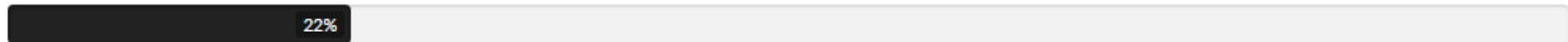
ANALYST SKILLS



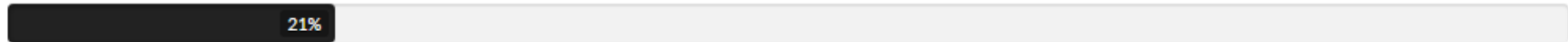
CALL MANAGEMENT



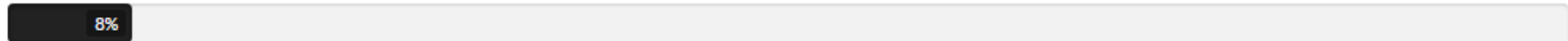
SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT

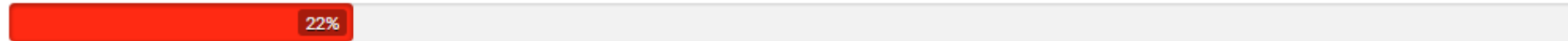


RESPONSIBLE WORKING

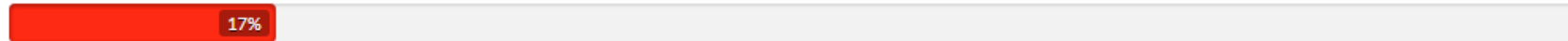


Overall training priority

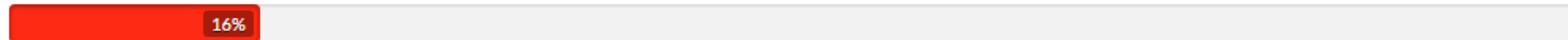
PROFESSIONALISM



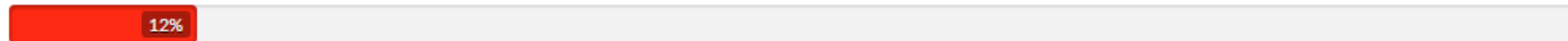
ANALYST SKILLS



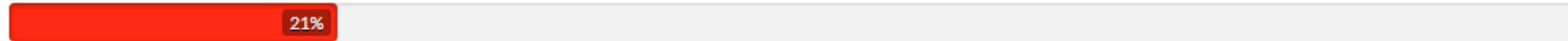
CALL MANAGEMENT



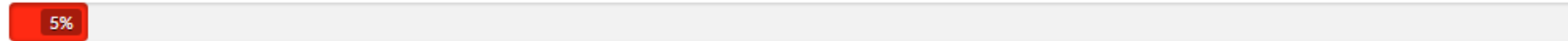
SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT



RESPONSIBLE WORKING



Personalised Training Needs

Must be satisfied

- Knowledge management
- Teamwork
- Identifying common stress symptoms and managing stress
- Recognising barriers to communication
- Active listening
- Taking decisions and initiative

Should be satisfied

- Keeping to schedule
- Managing a service catalogue
- Verbal skills such as clear and concise communications
- Critical thinking (the objective analysis and evaluation of an issue in order to form a judgement)
- Call preparations
- Gracefully closing and disengaging from calls
- Placing calls on hold
- Transferring calls
- Dealing with rambling, inconvenienced and reluctant customers
- Following processes and procedures
- Documenting processes and procedures
- Prioritising tasks and actions
- Incident reporting (such as verifying entitlement)
- Identifying and dealing with risks for service continuity
- Escalating problems in an appropriate manner

- Describing problems accurately
- Creating security policies

Personalised, Prioritised Training Needs

1=Top priority

1. Teamwork
2. Knowledge management
3. Identifying common stress symptoms and managing stress
4. Taking decisions and initiative
5. Recognising barriers to communication
6. Active listening

Sadie

Relevance to job by theme

PROFESSIONALISM



ANALYST SKILLS



CALL MANAGEMENT



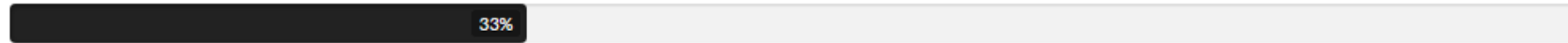
SERVICE DESK PROCESS



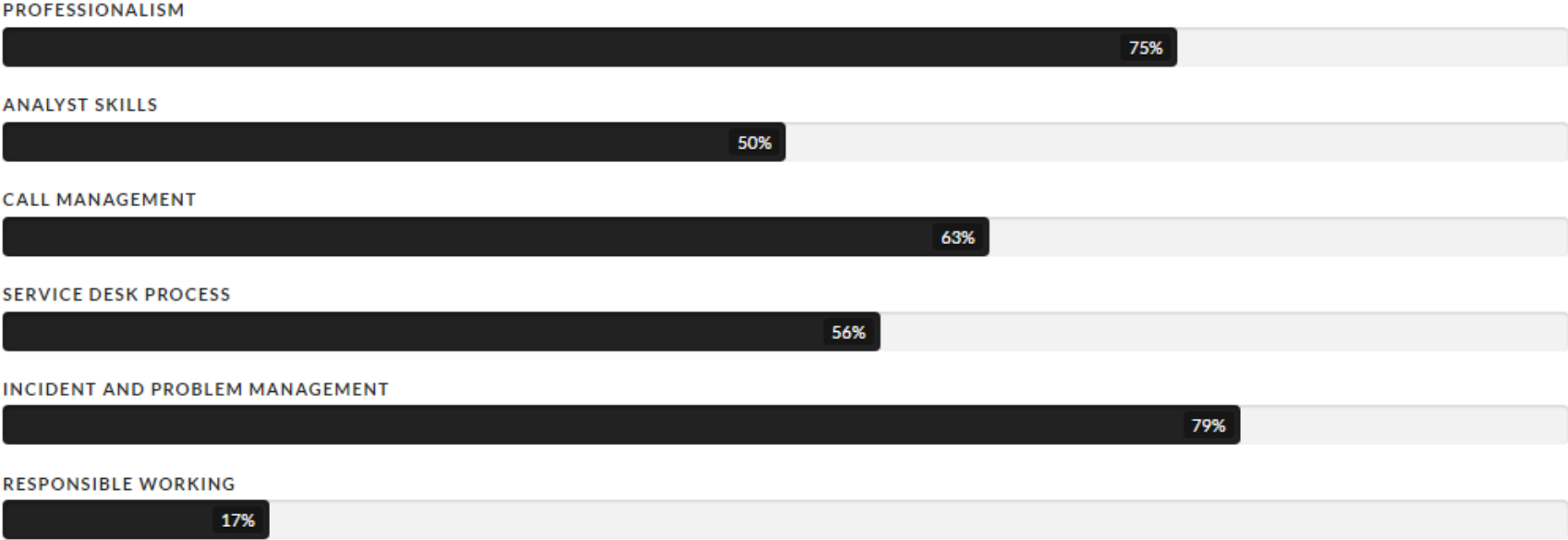
INCIDENT AND PROBLEM MANAGEMENT



RESPONSIBLE WORKING



Training deficit by theme

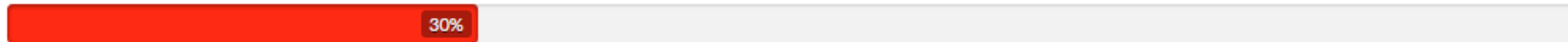


Overall training priority

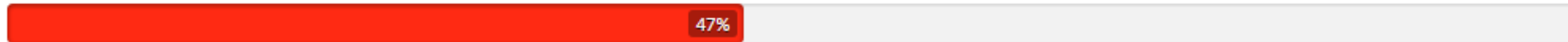
PROFESSIONALISM



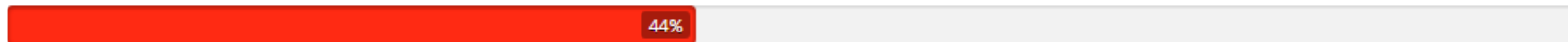
ANALYST SKILLS



CALL MANAGEMENT



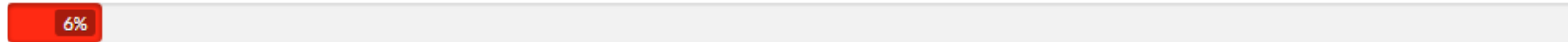
SERVICE DESK PROCESS



INCIDENT AND PROBLEM MANAGEMENT



RESPONSIBLE WORKING



Personalised Training Needs

Must be satisfied

- Applying a positive approach and attitude
- Understanding service delivery models
- Complying with contractual standards
- Knowledge management
- Understanding the nature of the organisations' business
- Keeping to schedule
- Working at pace
- Teamwork
- Identifying common stress symptoms and managing stress
- Dealing with confidentiality
- Emotional Intelligence and recognising emotions
- Following communication protocols
- Recognising barriers to communication
- Using questioning techniques
- Adapting to a communication style
- Identifying nonverbal communications

Should be satisfied

- Awareness of organisational IT policies, aims and processes
- Managing expectations
- Managing complaints and admitting errors
- Managing quality assurance
- Verbal skills such as clear and concise communications
- Active listening
- Dealing with abusive customers
- Recognising personality types
- Greeting callers
- Following processes and procedures
- Understanding service desk responsibilities
- Identifying and dealing with risks for service continuity

- Written communication skills
- Conducting surveys
- Call preparations
- Optimising call time
- Gracefully closing and disengaging from calls
- Directing the conversation
- Maintaining the customers' attention
- Dealing with rambling, inconvenienced and reluctant customers
- Monitoring calls
- Identifying trends and workflows
- Creating management information
- Dealing with Service requests
- Incident reporting (such as verifying entitlement)
- Dealing with incidents (e.g. management, opening, closing)
- Identifying points of failure
- Preventing future incidents
- Escalating problems in an appropriate manner
- Describing problems accurately
- Dealing with security compromises

Personalised, Prioritised Training Needs

1=Top priority

1. Identifying points of failure
2. Describing problems accurately
3. Preventing future incidents
4. Dealing with incidents (e.g. management, opening, closing)
5. Understanding service delivery models
6. Applying a positive approach and attitude
7. Knowledge management
8. Escalating problems in an appropriate manner
9. Identifying common stress symptoms and managing stress
10. Complying with contractual standards
11. Optimising call time
12. Maintaining the customers' attention
13. Directing the conversation
14. Dealing with rambling, inconvenienced and reluctant customers
15. Call preparations
16. Monitoring calls
17. Working at pace
18. Understanding the nature of the organisations' business
19. Teamwork
20. Keeping to schedule
21. Dealing with confidentiality
22. Creating management information
23. Following communication protocols
24. Conducting surveys
25. Incident reporting (such as verifying entitlement)
26. Identifying trends and workflows
27. Adapting to a communication style
28. Gracefully closing and disengaging from calls
29. Dealing with Service requests
30. Using questioning techniques
31. Recognising barriers to communication

- 32. Written communication skills
- 33. Identifying nonverbal communications
- 34. Emotional Intelligence and recognising emotions
- 35. Dealing with security compromises