

A photograph of three diverse professionals standing in a modern office setting. On the left is a man with a beard and short dark hair, wearing a light-colored button-down shirt. In the center is a woman with short blonde hair and glasses, wearing a red top. On the right is a woman with long dark hair, wearing a white button-down shirt. They are all smiling and looking towards the camera. The background shows a modern office interior with large windows and a blue-tinted overlay.

Mass Skills

● ● ● ● ● ● COALITION

Recredentialing Jobs

MassSkills Coalition 2025 Learning Community – Session Two

April

Your Grads of Life Facilitation Team



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MassSkills Coalition Goals



Convene

Lead by example to bring together Massachusetts employers of all sizes and industries, and learn from peers, experts, and best practices in skills-first talent management.



Educate

Inform Massachusetts employers of tools and resources available to utilize skills-first talent management strategies to meet their workforce needs.



Diversify

A holistic learning and development strategy should be inclusive and personalized to benefit as many workers as possible.

Skills-First Practices Span the Entire Talent Journey



Skills-First Practices Span the Entire Talent Journey



Our focus in this community

Arc of Topics



Session One

**Introduction to Skills-First
Hiring Practices**

Session 1: Feb 26, 2025

Session Two

**Recredentialing
Jobs**

Session 2: April 23, 2025

Session Three

**Skills-First
Interviewing**

Session 3: June 25, 2025

Session Four

**Skills-First Approach
to Onboarding**

Session 4: Sept 10, 2025

Our Learning Community Norms



Be an active contributor to the session



Practice both/and thinking during the session



Safeguard stories, take the learnings with you



Name your needs throughout the session

Today's Learning Objectives



Understand and articulate what
recredentialing is and is not



Explore the process for
selecting roles to recredential



Utilize skills profiles and
skills mapping in support of
recredentialing roles to be skills-first

Today's Agenda

- Welcome and Introductions
- Recredentialing
- **Peer Learning and Reflections I**
- Skills Profiles
- Skills Mapping
- **Peer Learning and Reflections II**
- Closing and Next Steps



Celebrating Progress

Instructions:

Please share any recent efforts to advance your organization to the next milestone.

Milestone 1: Just getting started (*Learning phase*)

Milestone 2: Implementing practices in recruiting talent

Milestone 3: Implementing practices in hiring of talent

Milestone 4: Leveraging skills-first practices for retention and mobility

Milestone 5: Actively scaling our efforts in all areas of skills-first



Join at menti.com | use code **8521 5684**

Please share any recent efforts to advance your organization to the next milestone.

2 responses

Roadshows across hiring teams for strategic sourcing efforts

We have 4 team members starting in May, the First-Line Supervisors MA Apprenticeship Program.



Skills-First Recredentialing

Skills-First Boosts Talent Quality and Hiring

91%

more qualified
candidates

82%

more motivated
applicants

79%

lower number of
mis-hires

The Impact of Recredentialing



Enhances workforce by adapting to change and job requirements



Maintains **compliance with industry regulations**



Fosters organizational development and **encourages continuous learning**



Aligns organizational objectives with capabilities for optimal performance

Foundations of Recredentialing



Identify the roles that are **ripe for recredentialing**

Update job description to reflect **skills-first approach**

Replace degree experience proxies with **specific skills**

Scale SF practices by **creating skills maps**

What Successful Recredentialing Enables

A proven method to access a **wider range** of skilled talent

A strategy for **increasing efficiency** in time to fill positions

A practice that **enhances transparency** and likelihood of attracting **the right candidates to the right roles**



What Recredentialing Does Not Involve



The process of simply **moving four-year degrees** from required to preferred

A **dismissal of the skills** obtained by degree holders

Lowering the bar on day-one skills required for success in their role

What Makes a Role Ripe for Recredentialing



**Degree
Inflation**



**Hiring
Influx**



**Retention
Challenges**



**Career
Pathways**

Understanding Middle Skills



Middle skills roles should not be neglected when launching your skills-first efforts.

Middle-skills roles...

- Requires less than a 4-year degree to gain required skills.
- Provides a family sustaining wage
- Has an accessible pathway to upward mobility
- Immune or resilient to automation

Clear Pathways Benefit Businesses and Employees

3x

Entry-level employees who see good opportunities to learn and grow are 2.9 times more likely to be engaged¹

2x

Companies that excel at internal mobility retain employees nearly twice as long as companies that struggle with it²



Identifying Skills-First Recredentialing Opportunities

Getting Started

Skills-First Recredentialing:

- ✓ Create a list of open roles by department or team
- ✓ Identify the roles that meet multi-column criteria
- ✓ Narrow the list based on potential ROI of skills-first implementation
- ✓ Select 1-3 roles to prioritize and begin the recredentialing process





Create a list of open roles

Role	Level	Vacancies (12 months)	Turnover Rate (%)	Posted w/ a degree requirement	Advancement Potential
Help Desk Technician	Entry	120	15	no	yes
Junior Web Developer	Entry	90	20	yes	yes
IT Project Coordinator	Entry	20	16	yes	yes
Quality Assurance Analyst	Middle-Skill	25	10	yes	yes
Network Administrator	Middle-Skill	50	10	yes	yes
Database Analyst	Middle-Skill	30	9	yes	yes
Security Specialist	Middle-Skill	40	12	yes	yes
Cybersecurity Analyst	Middle-Skill	30	12	yes	yes
IT Project Manager	Professional	25	8	yes	yes
Cloud Architect	Professional	20	7	yes	yes
Senior Software Engineer	Professional	15	5	yes	yes
Data Scientist	Professional	10	6	yes	yes
CTO	Executive	5	4	yes	No



Identify a short list of roles that meet multi-column criteria

Role	Level	Vacancies (12 months)	Turnover Rate (%)	Posted w/ a degree requirement	Advancement Potential
Help Desk Technician	Entry	120	15	No	yes
<i>IT Project Coordinator</i>	<i>Entry</i>	<i>20</i>	<i>16</i>	<i>yes</i>	<i>yes</i>
<i>Junior Web Developer</i>	<i>Entry</i>	<i>90</i>	<i>20</i>	<i>yes</i>	<i>yes</i>
<i>Quality Assurance Analyst</i>	<i>Middle-Skill</i>	<i>25</i>	<i>10</i>	<i>yes</i>	<i>yes</i>
<i>Network Administrator</i>	<i>Middle-Skill</i>	<i>50</i>	<i>10</i>	<i>yes</i>	<i>yes</i>
<i>Database Analyst</i>	<i>Middle-Skill</i>	<i>30</i>	<i>9</i>	<i>yes</i>	<i>yes</i>
<i>Security Specialist</i>	<i>Middle-Skill</i>	<i>40</i>	<i>12</i>	<i>yes</i>	<i>yes</i>
<i>Cybersecurity Analyst</i>	<i>Middle-Skill</i>	<i>30</i>	<i>12</i>	<i>yes</i>	<i>yes</i>
<i>IT Project Manager</i>	<i>Professional</i>	<i>25</i>	<i>8</i>	<i>yes</i>	<i>yes</i>
Cloud Architect	Professional	20	7	yes	yes
Senior Software Engineer	Professional	15	5	yes	yes
Data Scientist	Professional	10	6	yes	yes
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Narrow the list of roles based on potential ROI of Skills-First Implementation

Use ROI to select 1-3 roles to prioritize and begin the recredentialing process

Role	Level	Vacancies (12 months)	Turnover Rate (%)	Posted w/ a degree requirement	Advancement Potential
Junior Web Developer	Entry	90	20	yes	yes
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Network Administrator	Middle-Skill	50	10	yes	yes
Security Specialist	Middle-Skill	40	12	yes	yes



Group Activity

Peer Learning Reflections I

Instructions:

- You will split into breakout rooms.
- Your objective will be to identify 3 roles ripe for recredentialing.

Guiding Questions:

- What makes these roles ripe for recredentialing? Why have they not been recredentialed?
- What supports are you in need of to successfully recredentialed these roles?



Mock Table Data

Role Title	Job Level	Vacancies (12 Months)	Turnover Rate (%)	Degree Required	Advancement Potential
Payroll Clerk	Entry	25	18.0	Yes	Yes
Payroll Coordinator	Middle-skills	13	15.0	Yes	Yes
Payroll Specialist	Middle-skills	10	20.0	Yes	Yes
Payroll Manager	Middle-skills	4	40.0	Yes	Yes
Payroll Analyst	Middle-skills	5	10.0	Yes	Yes
Payroll Administrator	Professional	2	10.0	Yes	Yes
Payroll Director	Professional	1	33.0	Yes	No/Limited
Chief Payroll Officer	Executive	0	0	Yes	No/Limited



Skills Profiles



Skills Profiles

An outline of the skills, competencies, and proficiency needed within a job role. Skills profiles are a prerequisite step in skills mapping and invaluable in recredentialing roles and supporting the development of skills-first enabled career pathways and employee development.

Benefits of Leveraging Skills Profiles



**Skills
Visibility**



**Career
Development**



**Training and
Development**



**Internal
Mobility**



**Performance
Management**

Steps to Creating Skills Profiles

01.

Generate skills list. Leverage skills identifier tools (e.g., O*NET) if company job descriptions are not robust enough

02.

Survey relevant stakeholders to validate identified skills

03.

Gather additional context from relevant stakeholder interviews

04.

Refine the list of skills and organize into skills groups and sort into required and preferred skills



Required vs. Preferred Skills

Required Skills

Skills that are necessary to perform essential job duties at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities

Preferred/Teachable skills

Skills that can be trained during onboarding and/or are used to perform non-essential job duties



Example of a Skills Profile: Healthcare Analyst

Analytical Skills

- **Data Analysis:** Proficient in analyzing large datasets inform healthcare decisions
- **Statistical Methods:** Skilled in applying statistical techniques to improve patient care

Technical Skills

- **Healthcare IT Systems:** Knowledgeable in using Electronic Health Records (EHR) systems
- **Data Visualization Tools:** Proficient in using tools like Tableau and Excel to create visual reports

Problem-Solving Skills

- **Critical Thinking:** Approaches complex healthcare problems with a logical and systematic mindset
- **Decision Making:** Capable of making informed decisions based on data analysis and research findings

Communication Skills

- **Interpersonal Communication:** Strong ability to communicate effectively with healthcare professionals, patients, and stakeholders
- **Report Writing:** Proficient in writing detailed and clear reports that convey complex information in an understandable manner

Healthcare Knowledge/Expertise

- **Healthcare Regulations:** Knowledgeable about healthcare terminology, laws, and regulations
- **Patient Care:** Understanding of patient care principles and practices

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Skills Mapping



Skills Maps

Help employees visualize their career paths and growth opportunities within the organization, outline the necessary steps for advancement to ensure transparency, and enhance employee engagement by motivating them to develop new skills and pursue advancement.

Example of Skills Profiles Ready for Mapping

Example of skills profiles ready to be mapped

IT Support Specialist (Job A)

Technical Support:

- Troubleshooting hardware and software issues
- Providing technical assistance to end-users
- Installing and configuring computer systems

Customer Service:

- Communicating effectively with users
- Managing support tickets
- Providing training and guidance to users

Networking:

- Basic network setup and configuration
- Understanding of network protocols and services
- Monitoring network performance

Operating Systems:

- Proficiency in Windows and macOS
- Basic knowledge of Linux
- Performing system updates and patches

Documentation:

- Creating and maintaining technical documentation
- Documenting support processes and procedures

Example of Skills Profiles Ready for Mapping

Example of skills profiles ready to be mapped

Systems Administrator (Job B)

System Management:

- Installing, configuring, and maintaining servers
- Managing system performance and reliability
- Implementing system security measures

Networking:

- Advanced network configuration
- Managing firewalls, routers, and switches
- Ensuring network security and connectivity

Operating Systems:

- Advanced proficiency in Windows, Linux, macOS
- Managing virtualized environments
- Automating system tasks using scripts

Backup and Recovery:

- Implementing backup solution
- Performing data recovery operations
- Ensuring data integrity and availability

Documentation:

- Maintaining detailed system documentation
- Documenting network configurations and changes
- Creating disaster recovery plans



Group Activity

Peer Learning Reflections II

Instructions:

- You will split into breakout rooms.
- Your objective will be to use the sample skills profile to create a skills map for the sample roles we reviewed.
- Designate someone to take notes and share publicly.

Goals:

- Identify skills overlaps between the roles.
- Identify skills gaps between the roles.

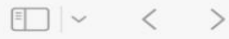


Side by Side Example of Skills Profiles Ready for Mapping

Example of skills profiles ready to be mapped side by side view

IT Support Specialist (Job A)	Systems Administrator (Job B)
Technical Support: <ul style="list-style-type: none">• Troubleshooting hardware and software issues• Providing technical assistance to end-users• Installing and configuring computer systems	System Management: <ul style="list-style-type: none">• Installing, configuring, and maintaining servers• Managing system performance and reliability• Implementing system security measures
Customer Service: <ul style="list-style-type: none">• Communicating effectively with users• Managing support tickets• Providing training and guidance to users	Networking: <ul style="list-style-type: none">• Advanced network configuration• Managing firewalls, routers, and switches• Ensuring network security and connectivity
Networking: <ul style="list-style-type: none">• Basic network setup and configuration• Understanding of network protocols and services• Monitoring network performance	Operating Systems: <ul style="list-style-type: none">• Advanced proficiency in Windows, Linux, macOS• Managing virtualized environments• Automating system tasks using scripts
Operating Systems: <ul style="list-style-type: none">• Proficiency in Windows and macOS• Basic knowledge of Linux• Performing system updates and patches	Backup and Recovery: <ul style="list-style-type: none">• Implementing backup solution• Performing data recovery operations• Ensuring data integrity and availability
Documentation: <ul style="list-style-type: none">• Creating and maintaining technical documentation• Documenting support processes and procedures	Documentation: <ul style="list-style-type: none">• Maintaining detailed system documentation• Documenting network configurations and changes• Creating disaster recovery plans

Identifying Skills Overlap and Skills Gaps



Where do skills overlap? Where are the skills gaps?



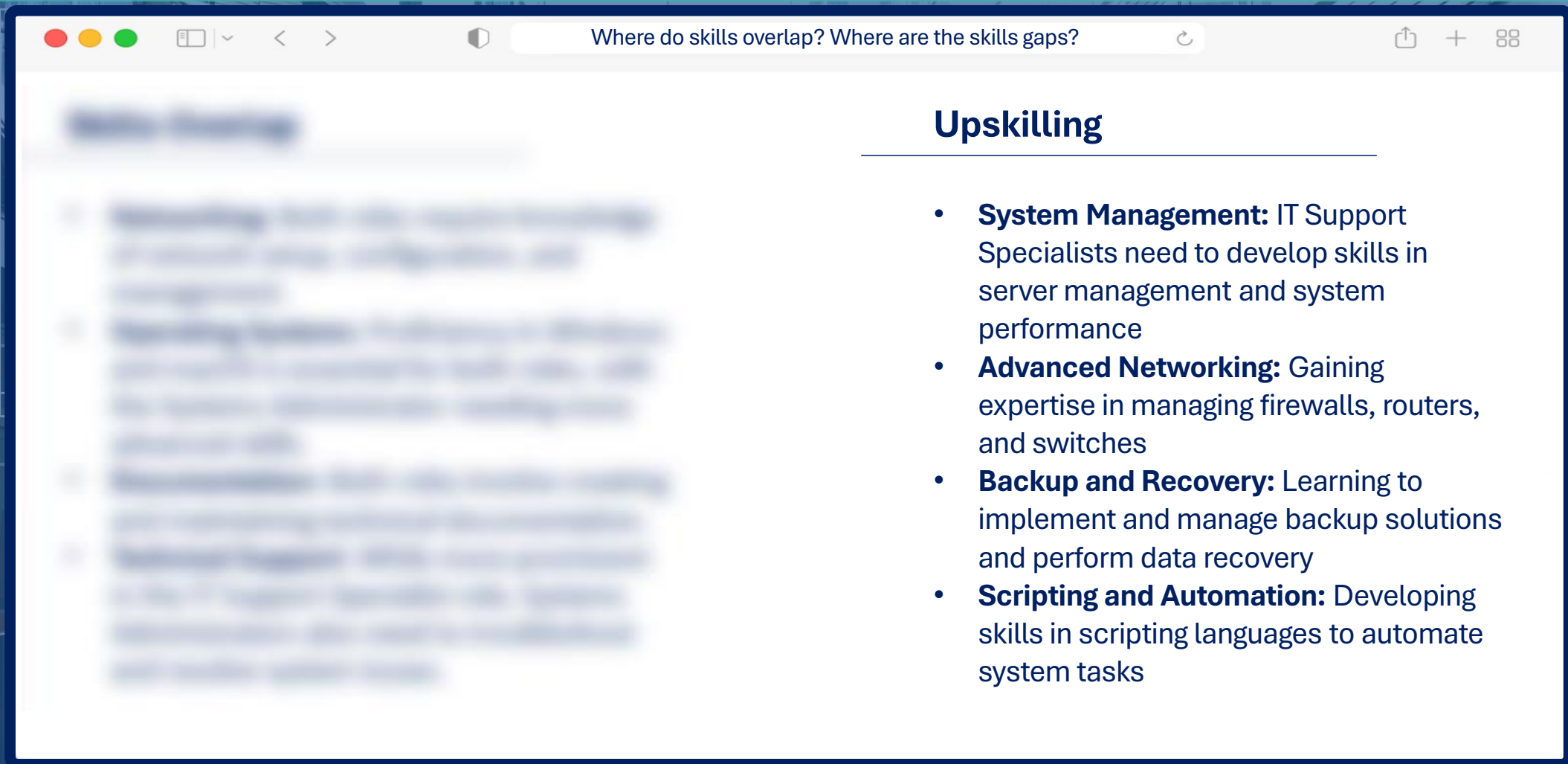
Skills Overlap

- **Networking:** Both roles require knowledge of network setup, configuration, and management
- **Operating Systems:** Proficiency in Windows and macOS is essential for both roles, with the Systems Administrator needing more advanced skills
- **Documentation:** Both roles involve creating and maintaining technical documentation
- **Technical Support:** While more prominent in the IT Support Specialist role, Systems Administrators also need to troubleshoot and resolve system issues

Skills Gaps

- **Advanced Networking:** Systems Administrators require advanced networking skills such as configuring complex network architectures, troubleshooting network issues, and implementing security measures.
- **Scripting and Automation:** Systems Administrators need proficiency in scripting languages like PowerShell and Bash to automate tasks and manage large-scale systems.
- **Advanced Troubleshooting:** Systems Administrators must have advanced troubleshooting skills to diagnose and resolve complex system issues.
- **Security:** Systems Administrators need advanced knowledge of security protocols, firewalls, and intrusion detection systems.
- **Cloud Management:** Systems Administrators require advanced skills in managing cloud environments, including virtualization, storage, and networking.

Identifying Skills Overlap and Skills Gaps



The image shows a browser window with the address bar containing the text "Where do skills overlap? Where are the skills gaps?". The page content is partially blurred on the left side. On the right side, there is a section titled "Upskilling" with a horizontal line underneath. Below this title is a bulleted list of four items, each starting with a bolded term followed by a colon and a description of the skill gap.

Upskilling

- **System Management:** IT Support Specialists need to develop skills in server management and system performance
- **Advanced Networking:** Gaining expertise in managing firewalls, routers, and switches
- **Backup and Recovery:** Learning to implement and manage backup solutions and perform data recovery
- **Scripting and Automation:** Developing skills in scripting languages to automate system tasks



Closing and Next Steps

Session Summary and Additional Resources



I. Overview of Recredentialing

- ✓ Impact of recredentialing
- ✓ How to identify roles ripe for recredentialing efforts

II. Getting Started with Skills Profiles

- ✓ Benefits of Skills Profiles
- ✓ Generating Skills Profiles
- ✓ Distinguishing between required and preferred skills

III. Skills Mapping

- ✓ Leveraging Skills Profiles to build Skills Maps/Career Pathways
- ✓ Identifying Skill Gaps and Skill Overlaps between roles

Post-Session Supplemental Resources

- ❖ Best Practices in Utilizing Skills Mapping
- ❖ Key Themes in Skills-Based Hiring

Session Series



Session One

**Introduction to Skills-First
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Session 1: Feb 26, 2025

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A woman with short grey hair is smiling and looking at a laptop screen in a meeting. A man is partially visible on the left, also looking at the laptop. The background is a blurred office setting with a window and a plant.

Thank You!!!

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