



Skills Reinvention Program || Program overview [as part of ADM Demand Creation communication rollout]

From SkillReinvention(Cognizant) <SkillReinvention@cognizant.com>

Date Wed 10/25/2023 12:24 PM



Dear All

The skills of our people are the foundation of our business. The Skill Reinvention program was initiated in late 2021, with an aim to set up a taxonomy that would be market-relevant, enterprise wide and up to date. The process of this innovative development will include creation of a strong bond between associate skills, demand of customers, fulfilment and pricing which will establish you as a high demand individual in the rapidly moving skill driven market.

Understanding Associate's skills is both fundamental and an imperative for the future and through this program we hope to make Cognizant a true skills-based organization, foster a learning environment and become an employer of choice in the industry

Benefits of a redesigned skills framework



For our clients

- Increased accuracy and efficiency – matching the **right people with right skills** the first time
- Cognizant can **predict what skills are needed** and matches/upskills accordingly
- Accreditations driving **trust in the quality** of our talent



For our business

- **Higher efficacy** for demand-supply processes
- **Differentiated pricing for premium skills**, fueling profitability
- **Decreased client rejections, lost revenues**



For our people

- Supports a **learning organization**
- **Visibility into market-relevant skills**, and structured learning to chart **meaningful careers**
- Ability to earn **market-aligned** compensation for premium skills

What we are doing

We are modernizing how we **align our associates' skills to our client's needs**, our **pricing structures to the evolving services and skills in the technology market**, applying that to our associates' skills and providing our associates' visibility into areas where they can learn additional skills/upskill.

How we are building a first-of-its kind skills model at scale:

- **External view of technology services as basis for modernized, relevant skills library**
- **Enriched associate skills profiles**
- **Smart, modern technology** delivered via Prismforce
- **Integrated supply/demand planning** across every step of the value chain
- **Greater associate empowerment and visibility** to the market relevant skills

Existing skills framework

Future state skills framework

	Existing skills framework		Future state skills framework
Overall Framework	Separate skills framework for each service line	→	Single, enterprise-wide skills framework
	Skills frameworks primarily internally focused, organized around service lines	→	Skills framework primarily market-focused, organized around voice-of-customer based services (~70 services)
Managed Units	~9K technical leaf skills governed/ managed	→	0.8 – 1K technical skill clusters (one level above leaf skills) governed/ managed
Proficiency and Adjacency	Proficiency definitions for skills varied across service lines	→	Standardized proficiency definitions for leaf skills across services
	Inconsistent tracking and lack of robust validation of skills proficiency	→	Standardized tracking of proficiency in leaf skills, with multiple modes of validation (e.g., assessments, certifications)
	Limited tracking of adjacent leaf skills to aid cross-skilling for near matches	→	Adjacent leaf skills defined for technical skills, with supporting training curriculums for cross-skilling
Framework Governance	Decentralized, limited governance of skills framework leading to high variability of content	→	Centralized governance of skills framework supported by SaaS-based skills platform ensuring standardization of content
	Pre-defined skill clusters not updated in-line with demand	→	Skill clusters governance to ensure clusters are in-line with demand

Please refer to this document as a base read on the Skills Program and in case of any queries feel free to reach SkillReinvention@cognizant.com

Thanks,
Skills PMO

© 2023 Cognizant. All rights reserved.

This message was sent to ADM SA+, ADM Demand Creators, PMO shared services group & Skills PMO Team