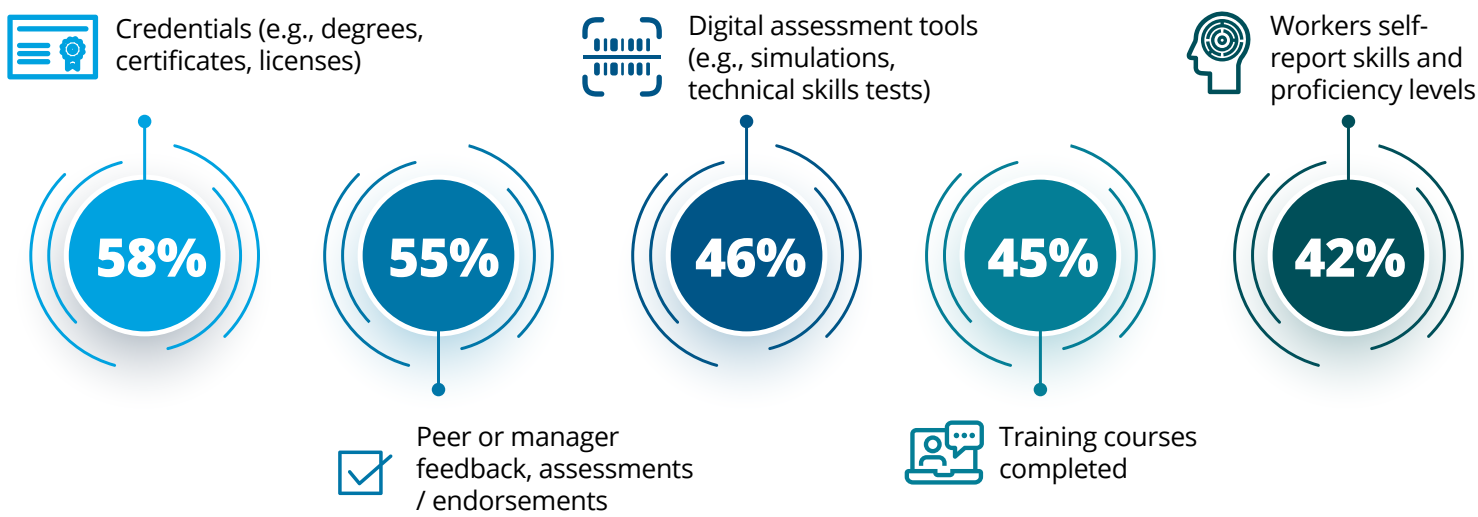# Deloitte.

How will your organization validate skills?
Consider your approach wisely.

Different work demands different skills. And if organizations want to move toward using skills as the basis for their people decisions, they will need to develop an approach to verify and validate that data.
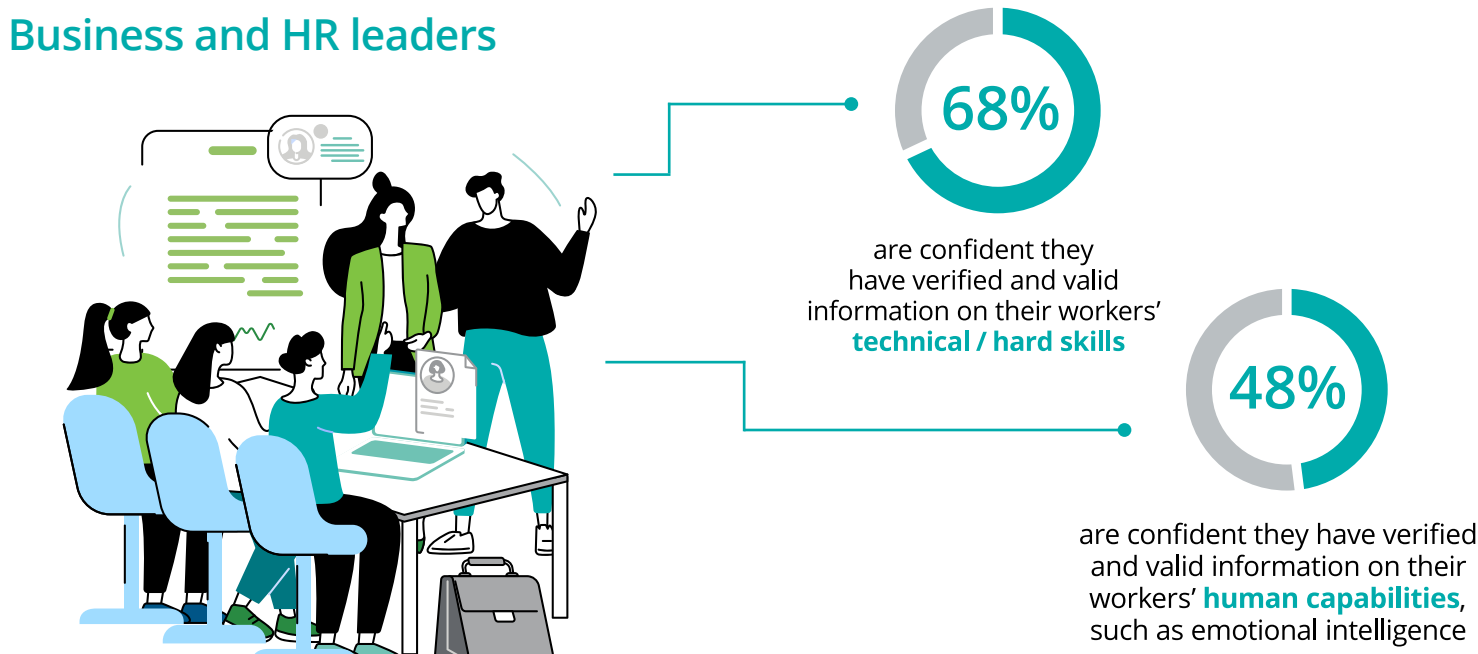
But at the same time, organizations might need to update their methods of doing so. Many continue to rely on self-reporting, rather than alternative methods to confirm skills.

Organizations' most common methods for confirming skills[1]

Credentials (e.g., degrees, certificates, licenses)
58%

Peer or manager feedback, assessments / endorsements
55%

Digital assessment tools (e.g., simulations, technical skills tests)
46%

Training courses completed
45%

Workers self-report skills and proficiency levels
42%

These methods aren't necessarily inspiring confidence, in either organizations or workers[2]:

Business and HR leaders

68% are confident they have verified and valid information on their workers' **technical / hard skills**

48% are confident they have verified and valid information on their workers' **human capabilities**, such as emotional intelligence

Workers

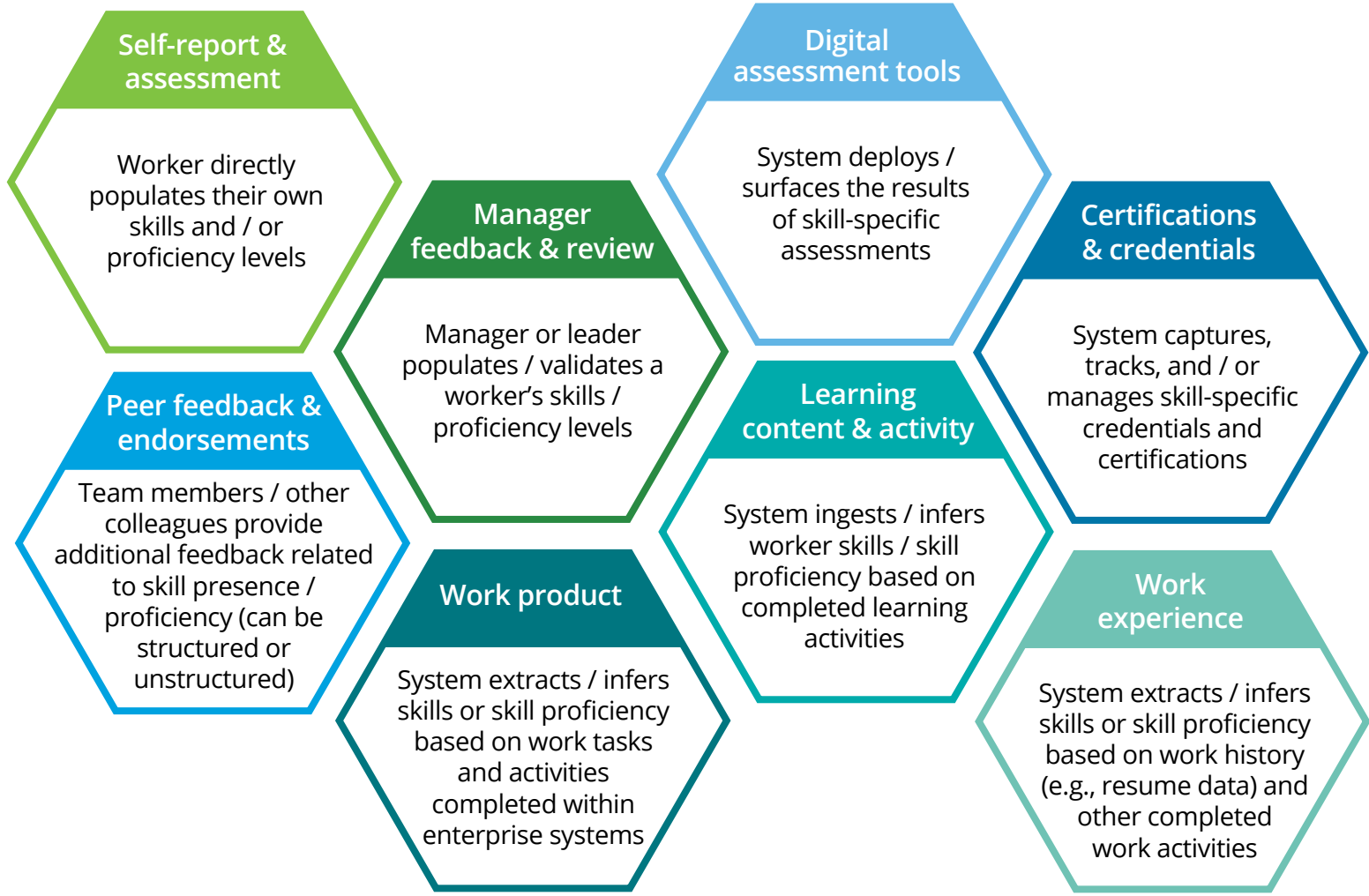**78%** are confident that their skills and capabilities documented by their employer are verified and valid, but only **34%** are very confident

If organizations want to improve, what options do they have? Deloitte research found a wide array of capabilities when investigating validation mechanisms supported by solution providers. Each approach (or combination of approaches) has pros and cons; organizations should consider them based on the role, skill, job category, and their own needs.

Self-report & assessment
Worker directly populates their own skills and / or proficiency levels

Manager feedback & review
Manager or leader populates / validates a worker's skills / proficiency levels

Digital assessment tools
System deploys / surfaces the results of skill-specific assessments

Certifications & credentials
System captures, tracks, and / or manages skill-specific credentials and certifications

Peer feedback & endorsements
Team members / other colleagues provide additional feedback related to skill presence / proficiency (can be structured or unstructured)

Work product
System extracts / infers skills or skill proficiency based on work tasks and activities completed within enterprise systems

Learning content & activity
System ingests / infers worker skills / skill proficiency based on completed learning activities

Work experience
System extracts / infers skills or skill proficiency based on work history (e.g., resume data) and other completed work activities

Not sure what technology your organization needs to validate skills? Start by asking these questions:
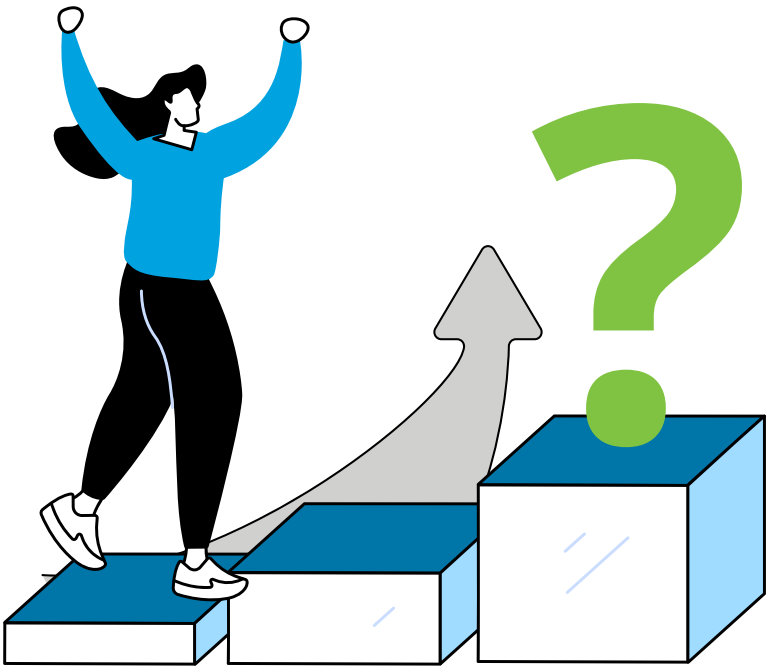
- What approaches to skill validation does the system support? Can it be configured to support organization-specific validation requirements? How does this align with the organization's current and future needs?

- Does the solution infer the presence of skills to supplement worker profiles or make skill suggestions? If so, what data sources does it use, and how does it make those inferences?

- To what extent are skills inferences and sources of evidence explained to system users?

1. *The skills-based organization: A new operating model for work and the workforce*, Deloitte LLP, 2022.
2. Ibid.

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