



## Building Capability – The Last Mile Way

An SI, a pioneer in product engineering services, which has helped some of the world’s leading Independent Software Vendors (ISV) ship innovation. Their product development skills helped them establish a niche beyond the ISV space, in the digital sphere, as a partner of choice for modern enterprise application development.

Case Summary	Business Challenges	Business Benefits
The client was reorganizing their testing services with an aim to increase revenues in the independent testing space. They required assistance in creating a standard set of job competencies, aligned to industry standards, that could serve to assess competencies of individuals to identify gaps between ‘required’ and ‘existing’ skills. This would in turn lead to clearly identified training needs and clearly identified job requirements.	<ul style="list-style-type: none"> <li>• Need for a hiring and learning enablement tool to understand specific competencies</li> <li>• Assess skills and map them to revised job competencies</li> <li>• Drive change in behaviour patterns</li> <li>• Ensure right skills availability for the right set of engagements</li> </ul>	<ul style="list-style-type: none"> <li>• A baselined set of revised job competencies</li> <li>• Mapping existing skills to new job competencies thereby providing a window for role progression</li> <li>• Achieving higher billing rates based on independently mapped competencies</li> <li>• A repeatable process to enable right-hiring at different skill levels</li> </ul>

### Background

The client had set internal targets for growth of independent test services and transition to Agile. There was also a need to reorganize their existing testing skill maps with the new demands of the roles. They needed to assure themselves that the role definitions and set of competencies required for the roles were rightly defined and that the existing competencies in the teams were rightly assessed for those competencies.

### Last Mile Solution

Last Mile set up a team of experts to deliver a competency assessment service to the client. The service comprised of defining the role requirements, selecting the target work experience and job definitions and assessing candidates in terms of their ability to meet the desired expectations. The team set up a comprehensive assessment process that covered people at different roles that included both formative and summative assessment mechanisms. The entire exercise was carried out through a cloud based platform that candidates could access from the comfort of their cubicles.

The end result was a comprehensive role based assessment that covered 200 employees across different locations, resulting in an overall skill analysis across different roles. It included recommendations that identified “higher” skills (for increased billing opportunities) and identification of specific interventions through on-the-job or learning to improve the skills. In addition, it clearly identified specific skill gaps that needed to be brought in to enable improved Agile deliveries.

### About Last Mile

Last Mile is a focused domain led Quality Assurance, Testing consulting and training services company. Key engagements are focused on helping customers build the strong foundation to scale their testing organisation to meet the challenges of end to end **process alignment**; reduced **time to market**; improved **quality**; at the same time **improving the costs**. Last Mile delivers through independence of thought and action by working as partners to help **transform** overall testing services.