11. Competence clarification

Analysis and diagnos phase

Purpose, participants and application

- **Purpose**
  - To secure that the right competences are in place or they should be hired before the startup of the Sales & Operations Planning (S&OP) process

- **Participants**
  - All directly involved in the S&OP process.

- **Application**
  - Before stating up the S&OP process.

Approach

- The tool is to be used to uncover the AS-IS competence situation with respect to the tasks that need to be solved in a new S&OP process.

- All employees in the process fill out the competence scheme.

Competences – AS-IS

Mark with a X, where 1 = to a very low degree and 5 = to a very high degree	1	2	3	4	5
Data collection relevant for S&OP: To which extend do you have such competences?					
Demand planning: To which extend do you have such competences?					
Supply planning: To which extend do you have such competences?					
Securing that the S&OP process is carried out as planned: To which extend do you have such competences?					

Data processing and action points

- The filled-out schemes should be discussed with the employees and a total core of is developed.

- Scores at 4 or 5 are regarded as good conditions competence-wise.

- Scores at 3 indicate some competence awareness, where upgrading might be a solution.

- Scores at 1 or 2 indicate low degrees of competences and indicate a special awareness of attracting new competences to the process or investing in the education of the person(s).