

CAYUSE
FEDERAL SERVICES

The Art & Science of Upskilling

Rubina Ohanian PhD

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We have never spent more on training.
We have never been less sure that it works.

Before we ask why the training is not working, we should first ask: Who in the organization knows what employees can actually do?

THE INVESTMENT

$102.8B

US corporate training spend, up 4.9% year over year, is $874 per learner.

THE CONFIDENCE

51%

of C-suite leaders believe their organization is prepared for the human-machine era, down from 65% in 2024.

Sources: Training Magazine, 2025 Training Industry Report; Mercer, Global Talent Trends 2026 (n ≈ 12,000 executives, HR leaders, investors and employees).

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How we train today

Content is pushed out, consumption is assumed, and nothing on the far side is ever verified.

1

Buy a content library

WHAT WE SEE

License cost, catalog breadth, vendor logos on the slide

WHAT WE DO NOT SEE

Whether any of it matches the capability the organization actually needs

2

Assign or publish it

WHAT WE SEE

Enrolment counts and the launch communication

WHAT WE DO NOT SEE

Whether the assignment fits the person or only the job title they hold

3

Employees watch on their own time

WHAT WE SEE

Login events, minutes played, modules opened

WHAT WE DO NOT SEE

Whether anyone was paying attention or needed this material at all

4

Report completion upward

WHAT WE SEE

A completion percentage that goes into the quarterly review

WHAT WE DO NOT SEE

Whether a single person can do anything in December that they could not do in September

We don’t know what we don’t know.

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The answer: measure, then build

Three phases, each producing an asset that the next phase depends on. Organizational impact compounds across them.

ORGANIZATIONAL IMPACT ↗

PHASE 1 · BASELINE SKILLS INVENTORY

Skill inventory
Develop and validate a workforce skills measurement instrument

Integrate and develop algorithms
Understand strengths and weaknesses at the individual and unit levels

Talent dashboard
Establish the baseline and use it to forecast resource needs

PHASE 2 · RECRUITING AND TRAINING

Personalized employee training
Recommend only the gap mapped to the target role

Candidate role matching
Assess internal and external candidates against the same criteria

Ideal role criteria
A required-skills profile per role, derived from measured incumbents' data

PHASE 3 · CONTINUED DEVELOPMENT

Employee 360°
A comprehensive view of the workforce and its talent to inform planning.

Continuous re-measurement
Skill data updates to keep the baseline from becoming outdated

A dynamic and efficient workforce
Inventory, recommendation, and matching operating as a single system

Current state efficiency

Future state efficiency

Everything starts with data. The question is not how much data you have, but whether any of it measures skills and capabilities.

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End-to-end solution with measurable outcomes

Where the data comes from, how it is measured and modeled, and what it delivers back to the business.

SOURCES

- **Skills and knowledge instrument**
- HR / HRIS employee profile & history
- Credentials and training history
- Archived Resumes
- Psychometric and behavioral assessments

CORE

SKILLS AND KNOWLEDGE DATABASE

- Skills baseline inventory
- Validity-testing algorithms
- Ideal candidate skills per role
- Internal skills role-matching algorithm
- Talent dashboard
- Continued development
- Workforce forecasting

CONSENT AND GOVERNANCE LAYER

OUTCOMES

Skills Gap & Upskilling
Personalized learning paths are computed from the gap.

Development
Internal mobility built on evidence rather than on network or reputation

Workforce planning
Skills inventory, gaps, availability, and forecast

Identifying candidates
Internal and external candidates are matched against the same role criteria and scored separately

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Skill ontology: building levels and pathways

Role Level Pathway

This employee is not just close to a target role; they are several steps away, with each step requiring its own set of skills.

Current role — Data Analyst
measured today

Level 1 — Analytics Engineer
first milestone

Level 2 — ML Practitioner
second milestone

Target — AI Developer
destination

Skill Ontology · Associated Skills

The ontology records which skills are adjacent to one another. That adjacency determines the order, so the sequence is derived rather than chosen.

Current Skills

SQL | Statistics | Reporting

Level 1 – Analytics Engineer

Pipelines | Version control

Level 2 – ML Practitioner

Feature engineering | Model evaluation

Target – AI Developer

Deep learning | Agent design

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How the HR process actually changes

This request is the same, but it is approached in two different ways. The key difference isn't the software itself, but whether anyone is aware of the capabilities of the internal candidates.

TODAY · AD HOC AND SLOW

Roles written generically
Criteria rewritten from scratch for each similar need

Post, wait, screen résumés
Weeks to months, repeated in full each time

Internal candidates found informally
Through personal networks, judged on reputation

Strong people never surface
It comes down to who you happen to know.

Slow, generic, and not best-fit

FUTURE · EVIDENCE-BASED

Role criteria benchmarked to the Genome
Created once, then reused and improved with each hire

Matched before it is posted
Internal staff and archived applicants were scored immediately

Internal candidates qualified on skills
The same standard applied to everyone. Evidence attached.

Near-misses become a training plan
Anyone short of the bar gets the exact gap, not a catalog

Faster, broader, and defensible

The internal talent pipeline reduces external recruiting demand and exists only after skills are measured.

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WHERE THIS LEAVES US

You cannot train on what you have not measured.

And you cannot measure it with a survey that asks people how good they are at something.

1 Start with the survey instrument

This is not about the curriculum, platform, or vendor shortlist. It's a validated assessment of the workforce's capabilities today.

2 Store skill records in the Skills & Knowledge Database

A single record per individual, accessible to all downstream models for update.

3 Train the person not the title

Recommend the gap, sequence it against the prerequisites, and stop buying from the catalog.

4 Re-measure and let it compound

The only way to know whether the training worked is to ensure the data gets better instead of getting stale.

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MEASURE BEFORE YOU TRAIN

DEMO

Rubina Ohanian, PHD
Senior Managing Director – Data & AI
Mobile: 404-825-1522
Email: Rubina.Ohanian@Cayusegov.com