

# Digital transformation at Red Eléctrica de España



## Client need

Red Eléctrica de España (REE), a Spanish utilities company, needed to increase its flexibility and efficiency to comply with an international treaty on climate change. Its newly unified IT department (DTI) spearheaded a digital transformation with the following components: assess current employees' competence, anticipate talent development needs, and promote a cultural shift towards active, continuous learning.

To expedite this transformation, REE partnered with Netmind, a BTS company, and followed European e-CF and ICT Professional Role Profiles standards set by IT Professionalism Europe, a network of stakeholders committed to the advancement of IT professionalism.



## Results

Over the course of two years, DTI employees received training and development plans, designed for both individuals and the collective. They also benefited from an additional follow-up initiative, which included a seminar series and manager workshops in transformation and technology trends.

By enriching the baseline e-CF model with each personalized development plan, REE improved DTI in the following ways:

- Combined similarly-functioning profiles from different departments within DTI.
- Modified internal distribution of roles and responsibilities after identifying profiles requiring highly-differentiated skills.
- Implemented an IT talent management process in collaboration with HR.
- Identified and rationalized training activities needed to develop DTI talent according to strategic organizational goals.



## The solution...

Netmind helped facilitate REE's digital transformation in four steps:

1. **Define competency profile:**
  - Group competencies by strategic knowledge areas
  - Create a Dictionary of Competencies based on e-CF
  - Create the DTI Competency Profiles based on current and future roles
  - Define and document the Competency Assessment Model
2. **Design new training portfolios** that bridge individual skill gaps, increase the versatility of each DTI employee, and eventually train all global staff according to new IT management trends and disruptive technologies.
3. **Deliver online competency self-assessments** to each DTI employee, measuring their knowledge and skills against each competence level.
4. **Create individual development plans** using quantitative and qualitative assessment data. Each DTI employee receives an itinerary of developmental actions, reinforced through ongoing conversations with managers.