



SKILLS MAPPING FOR GOVERNMENT

Skills Visibility at the Scale of Government

How PASGA gave Nigeria a future-ready picture of nearly 55,000 civil servants — and how every state government, federal agency and parastatal can ground its reforms in the same kind of evidence.

Phillips Consulting X MuchSkills

Together delivering PASGA for the federal civil service of Nigeria — and skills mapping programmes for state governments, federal agencies and parastatals across Africa and beyond.

pcl. | muchskills

Do we have the skills to deliver our agenda?

Most governments – federal, state, parastatal – cannot answer this question. The ambition is rarely missing. The data is.

Skills sit inside CVs. Inside manager memories. Inside HR systems built for payroll, not strategy. Postings, transfers and secondments move officers across ministries. Records lag. Government email is rarely active – staff communicate via personal accounts and WhatsApp.

Central data is partial, fragmented, and designed for headcount, not capability. This is the skills fog. Until you can see your workforce as skills, every workforce decision is made on inference, on historical records, and on individual leaders' memory.

And in an age of AI-readiness, paperless government and digital service delivery, the cost of not knowing your workforce has never been higher. Digital skills – data fluency, AI literacy, digital service design – sit at the heart of every modern reform agenda, and they are the skills least likely to be visible in any traditional HR record.

PASGA began with a different premise – that capability could be made visible at scale, even in conditions most platforms were never designed for. The output is a future-ready picture of the civil service: capability mapped to mandate, gaps named, succession risks surfaced.



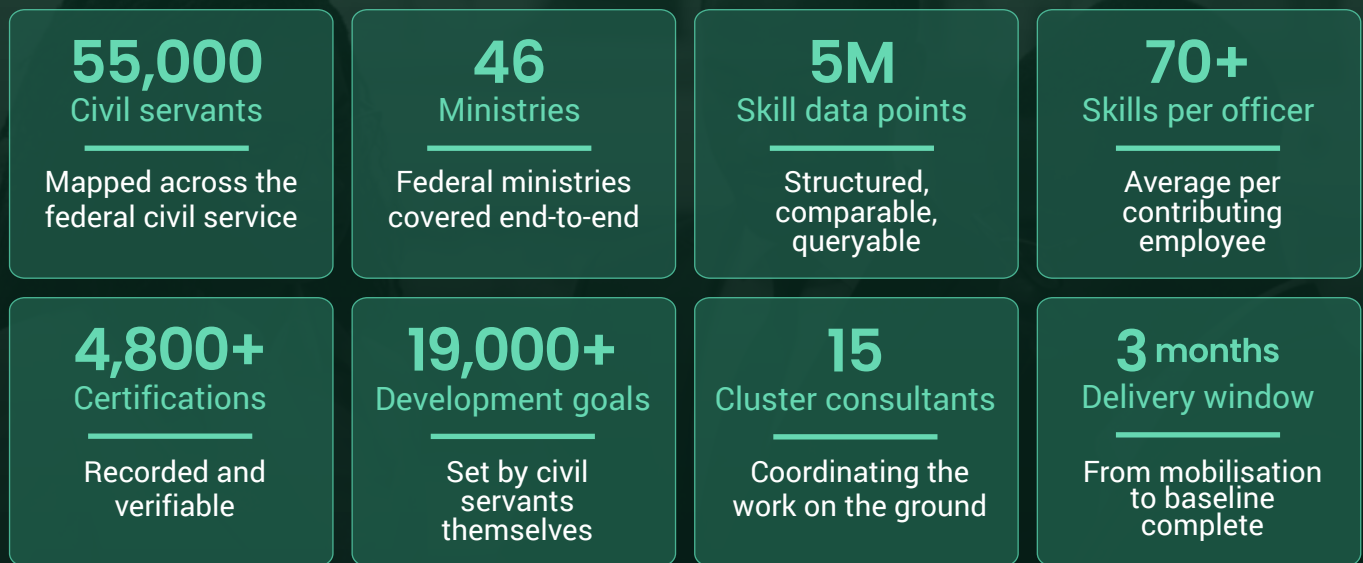
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The problem is rarely that capability is absent. The problem is that it is unknown – and therefore unused.

LESSONS FROM PASGA

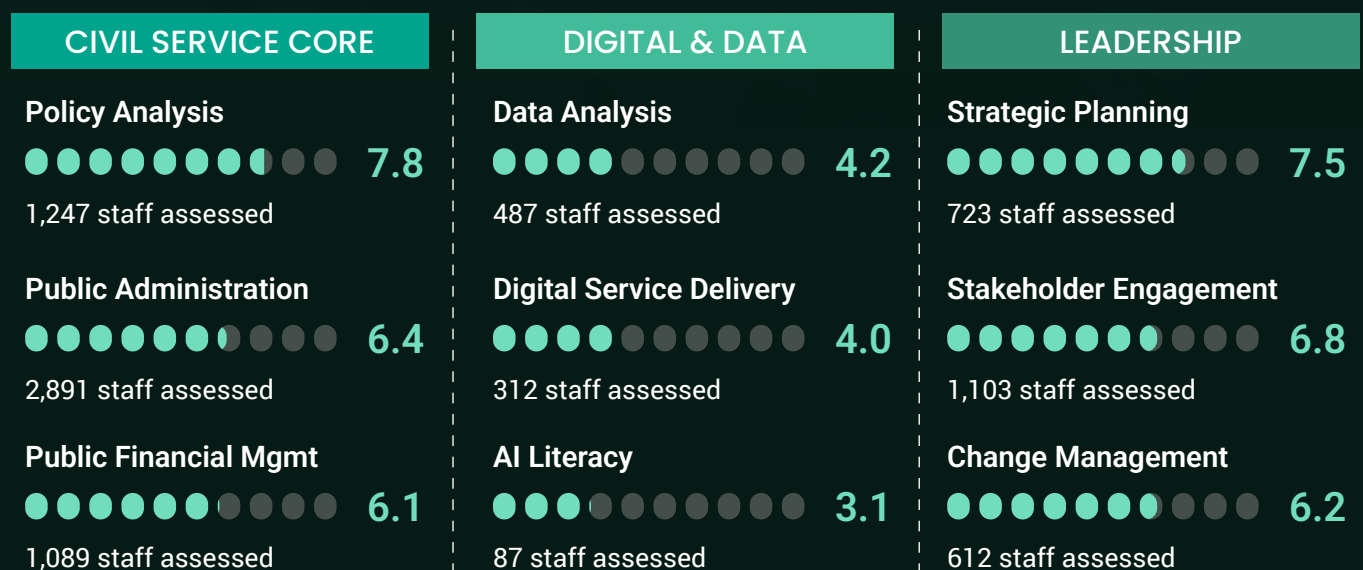
The largest civil service skills mapping in Nigerian history.

PASGA — the Personnel Audit and Skills Gap Analysis — delivered Nigeria’s federal civil service its first comprehensive, evidence-based picture of capability at scale. Commissioned by the Office of the Head of the Civil Service of the Federation. Delivered by Phillips Consulting and MuchSkills in three months. The largest civil service skills dataset in Nigerian history, and one of the largest at federal scale anywhere in the world.



MuchSkills (Ministry Skills Overview)

Sample - Anonymised



Five design decisions that made it work.

At this scale, methodology matters more than technology. Five design choices made PASGA possible – and make it repeatable for any government that follows.

1 Skill families over roles.

We mapped against Nigeria's existing scheme of service – drivers through environmental engineers – rather than thousands of individual roles. Patterns, not perfection.

2 Self-assessment, calibrated.

A 1–9 proficiency scale. No mandatory manager validation – validation creates bottlenecks at scale. Calibration was applied to the data afterwards, ministry by ministry.

3 Three-dimensional measurement.

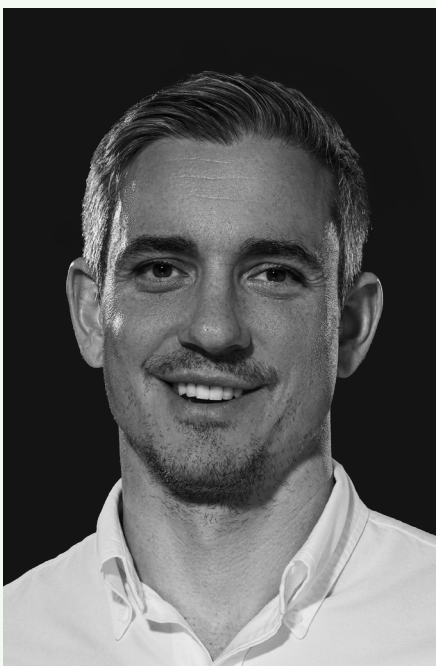
Every officer mapped against grade bands, departments and cadres simultaneously. One dataset answers both strategic and operational questions – without re-running the survey.

4 Standardisation before customisation

Six capability pillars shared across all 46 ministries – civil service core, digital and data, leadership, project and change, service delivery, innovation. Ministry-specific skills layered on top.

5 Designed for trust.

Peer visibility surfaced beginner profiles first, so staff felt safe being honest. Authentication used IPPIS numbers, not government email. Mobile-optimised. Certificates of completion earned and visible.



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We are not looking for perfection. We are looking for patterns – for decision material.

DANIEL NILSSON
CO-FOUNDER & CEO, MUCHSKILLS

PASGA is *repeatable*. Smaller scale, equal value.

What is possible at federal scale is possible – and faster – at state, agency and parastatal scale. The methodology is proven. The platform is operational. The lesson is transferable.

REFORMS | A workforce-data foundation for the reforms you have already started

Reform agendas – digital transformation, service delivery, anti-corruption, structural change – all run on the same underlying question: do we have the people to deliver this? A skills baseline answers it. The data does the prioritising.



RESILIENCE | A future-ready workforce, named and visible to itself.

Resilience is not a slogan. It is succession planning, knowledge transfer, and training investment that lands where capability is genuinely missing. A skills baseline shows where capability is hidden but already present, and where it must still be built. Budgets reallocate from comfort to gap-closure.



RESULTS | Capability becomes a measurable input – not an inferred one

A structured skills dataset gives government leaders evidence for international development partners, federal grant cycles and donor-funded programmes. AI-readiness, paperless transition and digital service delivery all build on the same workforce foundation. Results are quantified, not assumed.



A state-level PASGA takes weeks, not months – and runs under your leadership, on your terms.

One delivery model.

PASGA worked because two capabilities arrived together – ministry-level execution and skills intelligence at scale. The same combination is available to every state government, federal agency and parastatal, deployed under your leadership, on your terms, at the pace that fits your mandate.



Phillips Consulting

Africa's Execution Partner

Indigenous Nigerian consulting firm. Founded 1992. The firm called when the work is complex, urgent, and high stakes. A Skillsoft partner, delivering transformation, capability and learning, and digital solutions across government and private sector – with deep expertise in civil service reform, workforce architecture and skills intelligence.

In PASGA

- Nationwide coordination across 46 ministries
- Fifteen cluster consultants in the field
- In-person field coordination and end-user support
- Ministry-level analysis and policy recommendations

MuchSkills

Skills Intelligence Platform

AI-powered skills intelligence platform used by leading consultancies, federal civil services and global enterprises.

Independent recognition by Everest Group and the UK Government.

Credentials

- Major Contender – Everest Group PEAK Matrix@2026
- UK Government approved supplier – G-Cloud 14
- Available on the SAP store for Success Factors
- Skills profiles from 100,000+ professionals globally

To explore a skills mapping programme for your state government, agency or parastatal – engage with Phillips Consulting.

Contact

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Read the full
PASGA case study



bit.ly/pasga-case-study