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## ASSESSING SKILL AND COMPETENCY GAP AND DEVELOPING TRAINING PLAN

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### ABSTRACT:

For every organization, the major asset is its human resources. Skilled labour is essential factor for achieving better productivity, quality and also to avoid accidents/incidents. Unskilled labour leads to lesser productivity and poor quality of the product which ultimately leads to loss for the company. Hence, this problem must be taken care for smooth functioning of an organization. So, it is the organization's duty to identify the skill gap and train the employees through proper training measures & plan. This study focuses on methods of skill and competency evaluation and developing training plan accordingly based on skill and competency evaluation.

**Keywords:** Skill and Competency, Gap analysis, Training plan, Employee development, Training requirement.

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### INTRODUCTION:

Skills are the talents or expertise you need in order to complete a specific task. We can also describe them as proficiencies you develop through training or experience. Competency can be simply defined as the ability to perform a task effectively and successfully. It's a much broader concept than skills. Competencies involve skills, knowledge, and abilities.

Identifying skill gaps benefits companies as it ensures that the workforce is well trained, knowledgeable and better equipped to perform the job. Skill gaps are identified through the process of skill gap analysis.

It helps to improve and define an individual's skills the company needs.

It points to the critical skills employees need to work on.

It helps in the recruiting process as it defines the need for skills or interests which current employees don't possess.

It boosts individual learning and development

It will help you with your strategic workforce planning

It creates a competitive advantage

While a training program is a series of training activities, a training plan is a document that includes the details of a program. It outlines important information regarding the training objectives, target audience, schedule, strategies for creating curriculums, resources required, and more.

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### REVIEW OF LITERATURE:

**Khemissi Farid, Jouili Taher (2021).** The aim of this paper is to examine the importance of skills development in the process of employee performance. It is assumed that the results of this research will have a positive impact on employee performance and employee retention.

**Bhatnagar, Neha. (2020).** The purpose of this study is to review scholarly research on employability and skill gap in the context of the Master of Business Administration (MBA) education in India. Skills such as technical aptitudes, communication, emotional intelligence, critical thinking, problem-solving skills and interpersonal skills. Communication is an important skill frequently cited in the literature.

**Anitha (2019).** Every company needs competent employees to perform various organisational activities in an efficient way. Competency comprises of knowledge, skill, attitude and value. Competency mapping is a simple practice of recognising main capabilities required to perform a specific work and combining those competencies during the various procedures (i.e. Job appraisal, selection, staffing) of the company.

**Krishnaveni (2013).** This study aims to assess the competency of the employees of Meenakshi Mission Hospital and Research Centre, Madurai, India. It evaluates various aspects of employees' competency such as ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. This study may help the organization to identify the men of incompetence among the employees, and to take remedial measures to improve their performance.

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## OBJECTIVES OF THE STUDY:

To analyse the techniques in identifying skill requirement for a role.  
 To study the method of skill/competency gap analysis.  
 To assess the development process of training plan based on skill/competency gap identified.

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## METHODOLOGY OF THE STUDY:

Secondary data were collected from various sources including textbooks, articles, online platforms and study has been done based on the collected secondary data.

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## SKILL AND COMPETENCY GAP ANALYSIS:

Skill/Competency gap refers to the difference between the skills/competencies required for a job and the skills/competencies employee actually possesses. Because of skills gap, employee might not be able to perform the complete job. Gap analysis helps to improve and define an individual's skills and competencies the company needs.

Steps in Skill/Competency gap analysis are as follows,

Plan

Identify important skills/competencies

Measure current skills/competencies

Act on the data

### ***Plan:***

**Individual:** You can identify the skills a job requires and compare them to an employee's actual skill level.

**Team/company:** You can determine if your employees have the skills to work on an upcoming project or if you need to hire externally. This analysis can help you target your employee training programs to develop the skills you need.

### ***Identify important skills/competencies:***

Identify the skills you need by answering two questions:

What skills do we value as a company?

What skills do our employees need to do their jobs well now and in the future?

Also consider company's job descriptions, business objectives and company values. Think of the new skills your company might need in coming years.

Surveying team members on what skills they think are missing can also be adopted.

### ***Measure current skills/competencies:***

To measure skill/competency levels, you could use:

Surveys and assessments.

Interviews with employees.

Feedback from performance reviews.

Skills/Competency management software, like Skills DB Pro and TrackStar that can make a skills/Competencies gap analysis much less time-consuming.

### ***Act on the data:***

There are two ways to fill skills/competencies gaps: training and hiring. Decide which approach (or combination) works best for each skill/competency gap.

#### **Train for skill/competency gaps (Development of training plan):**

More than half of companies train and develop their staff to fill open positions. Offer training for employees in skills you'd like to strengthen, using training software and organizational training programmes. The right training can help you close gaps between current and desired skill/competency levels.

Frame the training plan according to the skill/competency gap identified.

Suitable training method can be adopted for training of respective skill.

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## CONCLUSION:

This study focuses in identifying the skill gaps of the employees and developing training plan according to skill/competency gap identified which will be useful in charting out the training plan for them based on their skill gaps. This study also will help to increase organization's productivity and quality of

the product and also helps in reducing the occurrence of accidents / incidents due to improper way of work by unskilled labour. This can be achieved with the help of developing proper training plan according to the skill and competency gap identified.

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