BUILDING A TALENT PIPELINE BY PERFORMING SKILL GAP ANALYSIS AND IDENTIFYING RELEVANT TRAINING INTERVENTIONS AT TTK HEALTHCARE LIMITED

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ABSTRACT:

"A study on building a talent pipeline by performing skill gap analysis and identifying relevant training interventions at TTK Healthcare Limited" will be helpful in analyzing the effectiveness of training and find out areas of further trainings. This study also helps TTK Healthcare Limited to evaluate the skills of employees by which the company can further improve its performance. The main objective of the study is to build a sustained succession pipeline by performing skill gap analysis. The study uses a questionnaire prepared for analyzing skill gaps. The scope is, this study can be used as a tool to build a sustained succession pipeline for TTK Healthcare Limited. The sample size is restricted to 25. The data is collected through both primary and secondary data. Questionnaire was used to collect primary data. The period of study is 3 months. Thus, the results are carried through the analysis and the findings of the study were, employees need training in product management for proficiency level 1 and stakeholder management in proficiency level 2.

INTRODUCTION

Human Resource is the most important asset of an organization. Training and development is considered to be most important part of an organization. Due to growing competition in the manufacturing sector, it is essential for the TTK Healthcare to measure the effectiveness of training given to employees to make them more competitive and more efficient as compared to other manufacturers. "A study on building a talent pipeline by performing skill gap analysis and identifying relevant training interventions at TTK Healthcare Limited" will be helpful in analyzing the effectiveness of training and find out areas of further trainings. The study uses a questionnaire prepared for analyzing skill gaps.

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OBJECTIVES OF RESEARCH

➢ To build a sustained succession pipeline.

➢ To perform skill gap analysis for the targeted employees.

➢ To create a training calendar.

➢ To retain high potential talents and keep the employee motivated.

NEED AND SCOPE OF THE STUDY

• This study helps TTK Healthcare Limited to evaluate the skills of employees by which the company can further improve its performance.

• The scope is, this study can be used as a tool to build a sustained succession pipeline for TTK Healthcare Limited.

METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability.

SAMPLING SIZE

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. Sample size for the study was 25 samples.

DATA COLLECTION METHOD

In this project, data collection method includes both Primary & Secondary. Primary data have been directly collected from the employees of TTK Healthcare limited through questionnaire and interview. Secondary data have been collected form official website of TTK Healthcare Limited and also from other published sources.

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OF STUDY

The study was conducted for 3 months (January 2023- March 2023).

LIMITATIONS OF STUDY

- The samples involved in this study was limited to the Sales employees - Consumer Product Division of TTK Healthcare Limited.
- The Sample Size is restricted to 25 samples.

DATA ANALYSIS & INTERPRETATION

A questionnaire was prepared for measuring the current proficiency level of employees in the competencies like effective communication, process management, product management, people management, data management, stakeholder management, project management and sales management. The questionnaire was distributed to 25 sales employees (sample) of the Consumer Products Division who were chosen by their respective business head. The responses collected through the questionnaire was tabulated, converted into percentage and displayed both in table as well as by graphical representation for analysis. Based on the data, insights were derived.

Table 1, 2 and 3 Showing current proficient level and desired proficient level of sales Management, Product Management and Stakeholder Management of TTK Healthcare Limited's Sales Employees – Consumer Product Division.

SALES MANAGEMENT																								
S.no	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Current PL	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Desired PL	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Table 1

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PRODUCT MANAGEMENT																									
S.no	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Current PL	1	1	0	1	1	1	0	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Desired PL	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2

Table 2

STAKEHOLDER MANAGEMENT																									
S.no	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Current PL	2	1	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
Desired PL	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

Table 3

FINDINGS

- Table 1 shows that all 25 sales employees reached their desired proficiency level in Sales management competency.

- Table 2 shows that only 23 sales employees reached their desired proficiency level in Product management competency and remaining 2 employees didn't reach their desired proficiency level.

- Table 3 shows that only 22 sales employees reached their desired proficiency level in Stakeholder management competency and remaining 3 employees didn't reach their desired proficiency level.

SUGGESTIONS

Based on the above findings the employees needed training on competencies like

> - Process Management
> - Project Management
> - Stakeholder Management
> - People Management
> - Product Management
> - Data Management

These competencies can be trained by the following methods. In this case the training can be done in two ways,

- ❖ Classroom Training- This training is like instructor led training, where the employee is trained by a trainer who is already working in this organization or a trainer is hired from outside institute.

- ❖ Online Training- In this type of training an online course is offered to the employee based on their skill requirement and the employee themselves can access the course and learn by themselves. A validity date for each course will be mentioned and they can access any time before the validity ends. This consists of assessments to check the understanding of employees.

The above suggestions can be considered to match the desired competencies proficiency level of employees in sales department of consumer product division at TTK Healthcare Limited.

The training calendar is attached below which is suggested for this study.

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Class Room Training Calendar (ILT)

Training Name: _____   Date: _____

Trainer's Name: _____   Location: _____

No. of. Participants: _____

S.no	Employee Name	Location	Designation	Signature

Online Training Calendar

Training calendar for the month of April 2023

S.no	Training Name	Eligibility	Proficiency Level	Date of Training	Training Link

CONCLUSION

In the first chapter, the research problem was described and objective, need and scope were defined. The problem identified was "Building a talent pipeline and creating a training calendar at TTK Healthcare Limited". The industry profile and company profile of TTK Healthcare Limited was studied in detail.

In second chapter, various articles were reviewed.

In third chapter, research design and methodologies like sample size, data collection method, Period of study, limitation of the study and statistical tool used in study were discussed.

In fourth chapter, the data collected through questionnaires was analyzed using percentage method, tabulated and displayed in graphical form by using tables and charts. The data was interpreted.

In this chapter, the findings of the study, suggestion for improving the study further are included. This chapter ends with a conclusion to the study.

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