

## Creating a Job Role Plan for Continuous Skills Improvement

Few, if any, job roles depend on one skill alone. From listening and communication to knowledge of basic office tools such as Microsoft Excel or PowerPoint, a wide array of skills are necessary for even the most specialized job function.

Traditionally, companies have helped employees build on single skills through training or access to reference material—resources based on individual skills but not directly tied to job roles. What is missing in this approach to maintaining skills and job competency? The answer is simple: context.

A job role approach to employee skills development involves the measurement and improvement of skills by the set, based on job definition. This approach helps managers better define job requirements, identify skills gaps, and facilitate continuous skills development on the part of the employee.

A three-pronged strategy can help managers promote employee skills development in the context of job function. First, identify what sets of skills are needed for the job role. Second, give employees the ability to identify and maintain skill levels on their own schedules. Finally, encourage career-related goal setting and continuous skills improvement.

What happens when companies merge this three-pronged approach to job role-based skills development into a single system? The result is a consistent set of expectations, a roadmap for improvement, and an actionable plan of development that ultimately ensures that employees have the skills they need to meet ever-changing job role demands. A skills measurement system provides the tools to make this happen.

### A Path for Skills Improvement—Defined by Job Role

1. Define skill sets to be measured
2. Establish baseline skill level requirements
3. Set skills improvement goals for the future

### Define the Skills Necessary for Job Performance

The modular nature of an online skills measurement solution enables the manager to quickly arrive at a set of skills assessments for each job role. Skills can be chosen from a wide field of subjects that span across multiple categories. Employees can then be responsible for meeting skills requirements across a range of subjects relating to the job role.

An effective strategy for setting out a job role-based skills plan is to apply a framework based on a college-curriculum style approach. That is, a job role can have “core” skill requirements, followed by a set of “elective” skills for development. This approach helps to establish prime responsibility while allowing the freedom of direction to meet individual skills or career needs.

### **Define a *Level of Expected Competency***

An online skills measurement system provides an effective standard for gauging the level of competency. Unlike peer or management reviews or subjective self-rating systems, online skills measurement systems deliver objective results—a key to establishing credible skill level requirements. Once required skills have been identified, each employee can then access assessments (both required and elective) to test skills and meet certain baseline criteria.

### **Define a *Direction for Development***

One of the key benefits of an online skills measurement system is its ability to help the employee create a roadmap for achieving career goals. An employee can identify skills to develop based on job role specifications of a career goal—whether that objective is a new position with new responsibility, or more responsibility in the same position. The skills measurement roadmap facilitates continuous skills development while ensuring that learning efforts continue to meet specific focused job role needs.

By putting individual skills requirements in the context of the job role function they are meant to support, companies can dramatically enhance continuous learning and skills improvement, and at the same time broaden the individual's ability to develop often-overlooked basic skills.

Skills measurement solutions provide a unique combination of skills assessment tools, online accessibility, and enterprise flexibility to make skills improvement part of an employee's job role. The result is a platform for continuous skills improvement that meets the evolving needs of today's marketplace.