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# Training Needs Analysis and Competency Gap Assessment Course

23 – 27 August 2027
Geneva

# Training Needs Analysis and Competency Gap Assessment Course

**Ref:** 1360_50924 **Date:** 23 – 27 August 2027 **Location:** Geneva **Fees:** 6500 GBP

Training Needs Analysis and Competency Gap Assessment is a 1-week training course for HR and L&D analysts who must turn competency frameworks into scored, ranked development needs, each producing a Competency Gap Register for one job family. Skills requirements shift faster than job descriptions, so organisations need a defensible way to decide where learning spend goes. Jupiter Prime Training runs training needs analysis and competency gap assessment for these analysts.

## Why Training Needs Analysis and Competency Gap Assessment Matters Now

Three pressures make gap assessment a live issue. Automation and new systems are reshaping job content, leaving competency profiles out of date within a year or two. Department heads compete for limited learning budgets and expect a transparent basis for who receives what. Employees increasingly ask to see how their proficiency is judged and what development follows. A function that scores gaps consistently can defend its priorities and target scarce funds; one that relies on wish lists and manager nominations spreads money thinly and misses critical roles. The course draws on the McGehee and Thayer three-level model of organisation, task and person analysis, together with behaviourally anchored proficiency scales.

## Who Gains Most from Training Needs Analysis and Competency Gap Assessment

- Those who maintain competency frameworks and job profiles
- Those who design and run needs surveys, interviews and focus groups
- Those who score proficiency and build skills matrices
- Those who compile annual development plans from gap data
- Those who advise department heads on learning priorities

An HR or learning analytics unit gains most when its framework owner and its survey analysts attend together, since rating scales, data sources and scoring rules can then be agreed once.

## Training Needs Analysis and Competency Gap Assessment Capabilities

Participants leave able to collect proficiency evidence from several sources, score gaps against required levels and rank them by business criticality.

- Apply organisation, task and person analysis to separate strategic, role and individual needs — learning budget owners
- Design behaviourally anchored proficiency scales for each competency — framework owners
- Build data collection instruments that triangulate self, manager and observed ratings — department heads
- Calculate weighted gap scores using criticality and headcount — prioritisation decisions

- Specify learning and non-learning responses for each priority gap — line managers
- Communicate gap findings in heat maps and ranked registers — HR leadership

## Key Training Needs Analysis and Competency Gap Assessment Terms

- Three-level needs analysis — McGehee and Thayer's approach examining needs at organisation, task and person levels before choosing interventions.
- Proficiency scale — a graded set of levels, each described by observable behaviours, used to rate how well someone performs a competency.
- Required proficiency — the level of a competency a role needs for standard performance, set in the job profile.
- Competency gap — the difference between required proficiency and assessed proficiency for a person or group.
- Criticality weighting — a factor reflecting how much a competency affects safety, customers or revenue, used to rank gaps.
- Skills matrix — a grid of people against competencies showing assessed levels, used to spot gaps and single points of failure.

## Training Needs Analysis and Competency Gap Assessment Day by Day

### Day 1: Needs at Three Levels

- McGehee and Thayer Three-Level Model — Organisation, Task and Person Needs
- Strategy and Workforce Plan Review — Organisation-Level Needs
- Job Task Inventories — Role-Level Requirements
- Distinguishing Training From Non-Training Needs — Avoiding Wasted Courses
- Stakeholder Map for Needs Analysis — Securing Manager Input

### Day 2: Competency Frameworks and Proficiency Scales

- Competency Framework Structure: Clusters, Competencies, Indicators — Consistent Language
- Behaviourally Anchored Proficiency Scales — Reliable Ratings
- Required Proficiency Profiles by Role — Setting the Target Level
- Technical Versus Behavioural Competencies — Different Evidence Needs
- Framework Currency Checks — Updating for New Systems and Roles

### Day 3: Collecting Proficiency Evidence

- Self-Assessment and Manager Rating Forms — Triangulated Judgements
- Structured Interviews and Focus Groups — Explaining the Numbers
- Work Sample and Observation Checks — Direct Evidence of Performance
- Performance Records and Error Logs — Operational Signals of Gaps
- Rater Bias Controls: Leniency and Halo — Fair Scoring

## Day 4: Scoring and Prioritising Gaps

- Gap Score Calculation per Person and Group — Size of the Gap
- Criticality and Headcount Weighting — Ranking Gaps by Impact
- Skills Matrix and Heat Map Visuals — Spotting Clusters and Single Points
- Response Options: Course, Coaching, Job Aid, Hire — Fit to Gap
- Prioritised Development Plan Structure — Sequencing and Budget Fit

## Day 5: Practising the Competency Gap Register

- Proficiency Scale Draft for a Chosen Job Family — Applying Day 2 Methods
- Evidence Collection Plan With Instruments — Applying Day 3 Tools
- Weighted Gap Scoring on Sample Data — Applying Day 4 Calculations
- Findings Briefing to a Department Head — Defending Priorities
- Competency Gap Register — Scales, Scores, Ranked Gaps and Responses

## Applying Training Needs Analysis and Competency Gap Assessment After the Course

- Rewrite the proficiency scale for one critical competency with behavioural anchors and test it with two managers.
- Run triangulated ratings for one job family and publish a weighted skills matrix heat map to its department head.

## Training Needs Analysis and Competency Gap Assessment Questions FAQ

### What is training needs analysis and competency gap assessment and why does it matter now?

It is the structured process of comparing required and assessed proficiency to decide development priorities. It matters now because job content changes quickly and budget holders expect a transparent, evidence-based reason for each learning investment.

### Which roles gain most from training needs analysis and competency gap assessment?

HR and L&D analysts gain most, especially those who maintain competency frameworks, run needs surveys or compile development plans. Advisers to department heads on learning priorities also benefit from shared scoring rules.

### How does training needs analysis and competency gap assessment differ from a performance consulting course?

Performance consulting starts from a single business problem and its causes. Training needs analysis and competency gap assessment works across whole job families, using frameworks, proficiency scales and weighted scoring to build a ranked plan.

## What do you bring back from training needs analysis and competency gap assessment?

You bring back a Competency Gap Register for one job family, containing proficiency scales, an evidence plan, weighted gap scores, a heat map and a recommended response for each priority gap.

## Training Needs Analysis and Competency Gap Assessment: The Way Forward

The Competency Gap Register first informs which gaps receive funding in the next development cycle. Analysts maintain it, and department heads use it to agree priorities for their people. After first use, revisit the criticality weightings, since what matters most differs between an airline maintenance hangar and an insurance claims centre.