

## Executive Summary

The primary objective of the skills project is to assess the training needs of the Human Resource Department of Aitken Spence PLC using a job specific Competency Matrix that was developed by the writer of this report.

Employers are highly in favor of conducting a Training Need Analysis for their employees. Currently the practice is for these training needs to be identified by only a handful of individuals and therefore employees themselves have no choice but to attend the said training programs. Developing a training program based on the competency matrix aims to replace this traditional system. Aitken Spence PLC, is once such company that is in the process of eliminating the said traditional system. The company however has a common set of competencies used across the group for different categories of employees. The set of competencies are not job or task specific and therefore fail to identify the relevant training need for their employees. Therefore the aim of the project is to develop a Competency Matrix that is specific to each job holder in the HR Department and use the matrix to identify the training needs for each Job Holder.

The matrix was developed to capture both the hidden and unhidden competencies of an ideal employee. It was then used as a yard stick to measure the existing competencies of the Job Holders in the HR Department. The matrix was also used to determine one's training needs and priorities that is in line with the long term and short term strategic objectives of the department. The writer used several techniques such as benchmarking, critical incident techniques, questionnaires and interviews to determine the set of skills, technical competencies and behavioral competencies required to perform the required tasks above average.

The writer successfully completed the project as scheduled and developed both a Competency Matrix and a Training Plan for the HR Department. However, due to time and cost constraints the department was not in a position to implement the training program during the project implementation period but plans to implement same during the course of the year 2016/2017. The writer in implementing the Project took up the position of the Project Leader and developed several technical, interpersonal and conceptual skills that has been illustrated in the report.