

Skill Gap Analysis for Improved Skills and Quality Deliverables

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ABSTRACT

With a growing pressure in identifying the skilled resources in Clinical Data Management (CDM) world of clinical research organizations, to provide the quality deliverables most of the CDM organizations are planning to improve the skills within the organization. In changing CDM landscape the ability to build, manage and leverage the skills of clinical data managers is very critical and important. Within CDM to proactively identify, analyze and address skill gaps for all the roles involved. In addition to domain skills, the evolving role of a clinical data manager demands diverse skill sets such as project management, six sigma, analytical, decision making, communication etc. This article proposes a methodology of skill gap analysis (SGA) management as one of the potential solutions to the big skill challenge that CDM is gearing up for bridging the gap of skills. This would in turn strength the CDM capability, scalability, consistency across geographies along with improved productivity and quality of deliverables

Keywords – Skill gap analysis, CDM, Lean

I. INTRODUCTION

CRO companies provides the clinical trial depicted in the figure 1 and other research support services for the pharmaceutical, biotechnology and medical device industries as well as government institutions and universities. Few CROs manage almost all aspects of a clinical trial from site selection and patient enrollment through final regulatory approval from the Food and Drug Administration and European Medicines Agency. Although a trial sponsor may transfer all trial functions to a third-party CRO, the sponsor remains responsible for the integrity of the trial data.

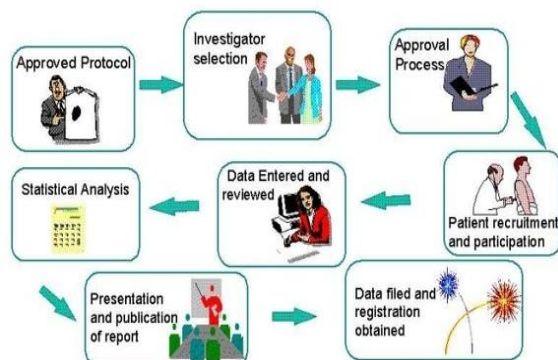


Fig 1: Clinical trial in a nutshell

Operations team to be ready with all the relevant activities, it is important that the team is equipped with right skill as all the CROs and CDM world are the knowledge based service industries. Creating the pool of knowledge and retaining them with the right skill sets and also making sure these resources can be

utilized across CDM, but not just the particular domain. Hence, it is important to build a skill gap assessment tool which will help the operations to assess the teams for the required skills and have the right training plan to build the pool of great skill sets in the organizations.

II. SKILL GAP ANALYSIS (ILUO) TOOL

For the CRO and other knowledge process organizations (KPO) it is imperative to have the required skill sets and as part of project created a Skill Gap Analysis (SGA) tool for team to capture the skill levels in various business skills. The skill levels are defined as I - No Knowledge, L - Trained(Classroom training only)/Awareness(Only handbook knowledge), U - Hand's On(Trained, but requires supervision), O - Proficient Expert(Mentor/Coach Level). Identify the required skills and categorized into Business Line, Application/Technology, Process Knowledge and finally Soft Skills.

The attached screen shot in the figure 2 provides the categorization of skill sets under each skill category with the clear color code. This SGA tool is designed in a simple excel based with the formulas in each cell.

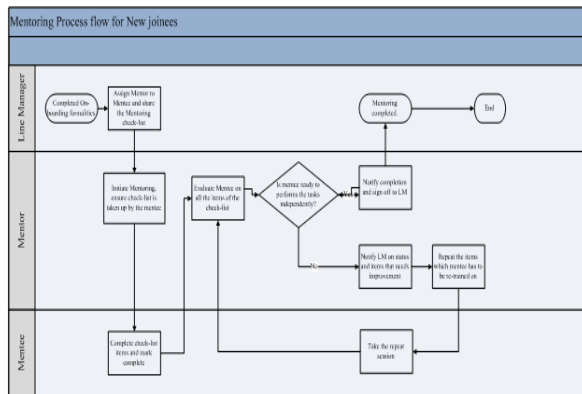


Fig 5: Mentee –Mentor plan

Post the implementation of the training plan with the mentee mentor concept for the period of 3 months the skills sets have been changes as below.

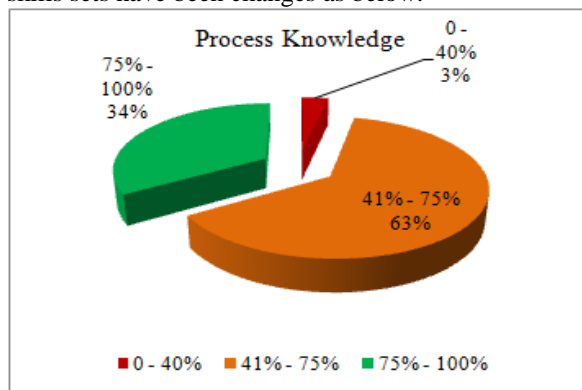


Fig 6: Skill ranges and team skill distribution after

From the above analysis it is evident that the skill sets, there has been a great change and improvement in skills which led to the productivity improvement and the deliverables were shared with client with an improved quality

III. CONCLUSION

A skills gap analysis can really benefit an organization by providing a critical overview of the workforce allowing managers to determine if their employees have the necessary skills to meet organizational objectives. If employees do not have these skills, an organization can use the skills gap analysis to prioritize training resources so that they are tailored to specific job roles rather as opposed to generic training days that are not suitable for all the individuals participating. Hence, from this paper it is explained and implemented the SGA in the CRO and seen the results in improved skills and productivity. This can be applied in any type of organizations

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