

GAP ANALYSIS TOOL #2

"Life Cycle of Employee" Required People Management Skills	Fully Effective	Needs Improvement	N/A or ?
Recruiting Employees			
Interviewing skills			
Knowledge of behavior-based interviewing techniques			
Understands legally permissible questions			
Managing a High-Performance Team			
Sets challenging and achievable expectations, sets SMART goals			
Gives prompt and candid feedback, both positive and corrective			
Coaches and counsels for success (using questions versus telling)			
Administers effective and timely discipline			
Drafts effective and timely documentation			
Motivates and recognizes good performers			
Evaluates performance			
Conducts effective performance appraisals			
Delegates effectively			
Conducts effective meetings			
EMPLOYEE DEVELOPMENT			
Regularly talks with direct reports about their career aspirations			
Provides candid feedback about their development needs			
Helps the employee know what specific development is needed (via the gap analysis)			
Periodically reviews the employee's progress to encourage or guide the employee			
Labor and Preventive Relations			
Knowledge of the Collective Bargaining Agreement (CBA)			
Manages performance in conformance with the CBA			
Labor prevention awareness (for nonunion locations)			
Sales Management Skills			
Assesses the sales skills of employees			
Knowledge of the sales process:			
Prospecting			
Effective presentations			
Overcomes objections			
Sells features and benefits			
Closes the Sale			

GAP ANALYSIS TOOL #2 continued

“Life Cycle of Employee” Required People Management Skills	Fully Effective	Needs Improvement	N/A or ?
SALES TRAINING AND COACHING SKILLS			
Operations Management (This is left open for your unique operations management needs.)			
Financial Management			
Creates and manages budgets			
Understands and manages a Profit and Loss Statement			
Controls expenses			
Product Knowledge (This is left open when product knowledge is essential, such as a position in sales.)			
Company Policies and Procedures			
Working knowledge of relevant company procedures			
Models the correct behavior			
Holds employees accountable for violations of policy and procedures			
Other Managerial Areas (This is space for the unique needs of your business.)			