SKILLS GAP ANALYSIS TEMPLATE

S&H Global Solutions

Business Consulting Services - Optimize Operations

Use this comprehensive template to identify the gap between the skills your organization currently has and those needed to execute your business strategy successfully.

SECTION 1: STRATEGIC CONTEXT

Business Strategy Overview

Reference your business objectives from Step 1:

Strategic Objective	Timeline	Success Metrics

Key Strategic Initiatives

Initiative	Expected Outcome	Timeline	Lead Department

Analysis Completed By: _____

Date: _____

Review Date: _____

SECTION 2: REQUIRED SKILLS IDENTIFICATION

For each strategic objective/initiative, identify required skills and capabilities

Technical Skills Required

Skill/Competency	Required For (Initiative)	Criticality (Critical/Important/Emerging)	Required Proficiency Level	Number Needed	Timeline

Proficiency Levels:

- **Basic:** Foundational knowledge, can perform with guidance

- **Intermediate:** Can perform independently with occasional support

- **Advanced:** Strong expertise, can mentor others

- **Expert:** Deep mastery, recognized authority

Soft Skills & Competencies Required

Competency	Required For (Initiative)	Criticality	Required Level	Number Needed	Timeline
Leadership					
Communication					
Problem-Solving					
Adaptability					
Collaboration					
Strategic Thinking					
Change Management					
Innovation/Creativity					
Emotional Intelligence					

Business Acumen Required

Business Capability	Required For	Criticality	Current State	Gap?
Financial Literacy				
Strategic Thinking				
Market Knowledge				
Customer Understanding				
Commercial Awareness				
Data-Driven Decision Making				

SECTION 3: CURRENT SKILL INVENTORY

Document existing skills and proficiency levels within your organization

Technical Skills - Current State

Skill/Competency	# of Employees with Skill	Proficiency Distribution	Location/Department	Notes
	Basic: ___ Int: ___ Adv: ___ Expert: ___			
	Basic: ___ Int: ___ Adv: ___ Expert: ___			
	Basic: ___ Int: ___ Adv: ___ Expert: ___			
	Basic: ___ Int: ___			

Skill/Competency	# of Employees with Skill	Proficiency Distribution	Location/Department	Notes
		Adv: ___		
		Expert: ___		
		Basic: ___		
		Int: ___		
		Adv: ___		
		Expert: ___		
		Basic: ___		
		Int: ___		
		Adv: ___		
		Expert: ___		

Soft Skills - Current State

Competency	Strong (# employees)	Developing (# employees)	Gap Area	Notes
Leadership				
Communication				
Problem-Solving				
Adaptability				
Collaboration				
Strategic Thinking				
Change Management				
Innovation				

Skills Assessment Method Used

☐ Employee Self-Assessment
☐ Manager Assessment
☐ Performance Review Data
☐ Skills Testing/Certification
☐ 360-Degree Feedback
☐ Project Outcomes Analysis
☐ Other: _____

SECTION 4: GAP IDENTIFICATION AND ANALYSIS

Compare required skills to current skills to identify gaps

Technical Skills Gaps

Skill	Required	Current	Gap Type	Gap Severity (H/M/L)	Business Impact	Priority
	# Needed: Level:	# Have: Level:				
	# Needed: Level:	# Have: Level:				
	# Needed: Level:	# Have: Level:				
	# Needed: Level:	# Have: Level:				
	# Needed: Level:	# Have: Level:				
	# Needed: Level:	# Have: Level:				

Gap Types:

- **Existence:** Don't have this skill at all
- **Proficiency:** Have the skill but not at required level
- **Capacity:** Have the skill but not enough people
- **Concentration:** Skill exists but held by too few people (risk)
- **Emerging:** Don't need urgently today but will soon

Soft Skills Gaps

Competency	Required Level	Current State	Gap Description	Impact on Strategy	Priority

Competency	Required Level	Current State	Gap Description	Impact on Strategy	Priority

Business Acumen Gaps

Capability	Required	Current State	Gap	Impact	Priority

SECTION 5: CONCENTRATION RISK ANALYSIS

Identify critical skills held by too few people

Single Points of Failure

Skill/Expertise	# of People with Skill	Names/IDs	Retirement Risk	Retention Risk (H/M/L)	Business Impact if Lost	Mitigation Plan

High-Risk Concentrations Requiring Immediate Attention:

1. _____
2. _____
3. _____

SECTION 6: GAP PRIORITIZATION MATRIX

Prioritize gaps based on strategic impact and urgency

High Impact + High Urgency (Address Immediately)

Skill Gap	Why Critical	Needed By	Current State	Estimated Cost to Close

Skill Gap	Why Critical	Needed By	Current State	Estimated Cost to Close

High Impact + Medium Urgency (Plan Now, Execute Soon)

Skill Gap	Why Important	Needed By	Current State	Estimated Cost to Close

Medium Impact + High Urgency (Quick Wins)

Skill Gap	Why Needed Soon	Needed By	Current State	Estimated Cost to Close

Lower Priority (Monitor and Plan)

Skill Gap	Why Lower Priority	Future Need Date	Notes

SECTION 7: ROOT CAUSE ANALYSIS

Understanding why gaps exist helps determine the best solutions

Gap Root Causes

Skill Gap	Primary Root Cause	Contributing Factors	Implications for Solution
	☐ Never hired for it ☐ Insufficient training ☐ Lost talent ☐ Technology change ☐ Strategy shift ☐ Industry scarcity		
	☐ Never hired for it ☐ Insufficient training		

Skill Gap	Primary Root Cause	Contributing Factors	Implications for Solution
	☐ Lost talent		
	☐ Technology change		
	☐ Strategy shift		
	☐ Industry scarcity		
	☐ Never hired for it		
	☐ Insufficient training		
	☐ Lost talent		
	☐ Technology change		
	☐ Strategy shift		
	☐ Industry scarcity		

Systemic Issues Identified

Patterns across multiple gaps:

- _____
- _____
- _____

Organizational barriers to skill development:

- _____
- _____

SECTION 8: COMPETITIVE BENCHMARK

How do your capabilities compare to competitors and industry leaders?

Competitor Skill Analysis

Competitor	Key Capabilities They Have	Capabilities We Lack	Competitive Impact	Priority to Acquire

Industry Best Practices

Capabilities industry leaders possess that we should develop:

1. _____
2. _____
3. _____

Emerging skills becoming standard in our industry:

1. _____
2. _____
3. _____

SECTION 9: GAP CLOSING STRATEGIES

For each priority gap, determine the best approach to close it

Build vs. Buy vs. Borrow Decision Framework

Skill Gap	Build (Train/Develop)	Buy (Hire)	Borrow (Partner/Contract)	Recommended Approach	Rationale	Timeline	Estimated Cost
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No				
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No				
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No				
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No				

Decision Criteria:

- **Build:** Time available for development, existing foundation to build on, core capability for long-term
- **Buy:** Urgent need, skill doesn't exist internally, competitive market for this talent

- **Borrow:** Short-term need, specialized expertise, not core to long-term strategy

Skills to Develop Internally (Build)

Skill	Development Method	Target Audience	Timeline	Budget Needed	Owner
	☐ Training program ☐ Mentoring ☐ Job rotation ☐ Stretch assignments ☐ Online learning ☐ Certification program				
	☐ Training program ☐ Mentoring ☐ Job rotation ☐ Stretch assignments ☐ Online learning ☐ Certification program				

Skills to Hire Externally (Buy)

Skill	Role to Hire	Number Needed	Urgency	Hiring Difficulty (H/M/L)	Budget Impact	Start Date

Skills to Access via Partners (Borrow)

Skill	Partnership Type	Partner Options	Duration Needed	Budget Impact
	☐ Consulting ☐ Contracting ☐ Strategic partnership ☐ Outsourcing			
	☐ Consulting ☐ Contracting ☐ Strategic partnership ☐ Outsourcing			

SECTION 10: IMPLEMENTATION ROADMAP

Phase 1: Immediate Actions (0-3 Months)

Action	Skill Gap Addressed	Owner	Resources Needed	Success Metric	Status

Phase 2: Short-Term Actions (3-6 Months)

Action	Skill Gap Addressed	Owner	Resources Needed	Success Metric	Status

Phase 3: Medium-Term Actions (6-12 Months)

Action	Skill Gap Addressed	Owner	Resources Needed	Success Metric	Status

Phase 4: Long-Term Actions (12+ Months)

Action	Skill Gap Addressed	Owner	Resources Needed	Success Metric	Status

SECTION 11: BUDGET AND RESOURCE REQUIREMENTS

Investment Summary

Category	Year 1 Budget	Year 2 Budget	Year 3 Budget	Total Investment
External Hiring				

Category	Year 1 Budget	Year 2 Budget	Year 3 Budget	Total Investment
Training & Development				
Consulting/Contractors				
Technology/Tools				
Certifications				
TOTAL				

Resource Requirements

Internal Resources Needed:

- Training budget: $_____
- Hiring budget: $_____
- HR/Talent Development staff time: _____
- Leadership time for mentoring/development: _____
- Technology/systems: _____

External Resources Needed:

- Consulting support: _____
- Training vendors: _____
- Recruitment partners: _____
- Other: _____

SECTION 12: RISK ASSESSMENT

Risks if Gaps Are Not Addressed

Skill Gap	Risk if Not Closed	Probability (H/M/L)	Impact (H/M/L)	Risk Mitigation Plan

Risks in Closing Gaps

Gap Closing Strategy	Implementation Risk	Mitigation Plan

SECTION 13: SUCCESS METRICS

How We'll Measure Progress

Metric	Baseline	6-Month Target	12-Month Target	24-Month Target	Measurement Method
% of critical skills gaps closed					
# of employees trained in priority skills					
Average skill proficiency score					
# of critical hires completed					
Concentration risk reduction					
Strategic initiative success rate					

Leading Indicators

Early signals that our gap-closing strategies are working:

-
-
-

SECTION 14: KEY FINDINGS SUMMARY

Top 5 Critical Gaps

1. **Skill:** _____

   Impact: _____

   Solution: _____

   Timeline: _____

2. **Skill:** _____

   Impact: _____

   Solution: _____

   Timeline: _____

3. **Skill:** _____

   Impact: _____

   Solution: _____

   Timeline: _____

4. **Skill:** _____

   Impact: _____

   Solution: _____

   Timeline: _____

5. **Skill:** _____

   Impact: _____

   Solution: _____

   Timeline: _____

Most Significant Concentration Risks

1. _____

2. _____

3. _____

Strategic Recommendations

Based on this analysis, we recommend:

1. _____

2. _____

3. _____

4. _____

5. _____

Investment Required

Total estimated investment to close priority gaps:

- Year 1: $_____

- Year 2: $_____

- Year 3: $_____

- **Total:** $_____

Expected ROI

Business benefits from closing these gaps:

- _____

- _____

- _____

_____

SECTION 15: NEXT STEPS AND ACCOUNTABILITY

Immediate Actions (Next 30 Days)

Action	Owner	Due Date	Status
			☐
			☐
			☐
			☐

Review Schedule

- **Monthly Review:** _____

- **Quarterly Deep Dive:** _____

- **Annual Reassessment:** _____

Stakeholder Communication Plan

Stakeholder Group	Key Messages	Communication Method	Frequency
Executive Team			
Department Heads			
Employees			
Board			

ADDITIONAL NOTES

_____

_____

_____

_____

_____

_____

Analysis Completed By: _____

Reviewed By: _____

Approved By: _____

Date: _____

Next Review Date: _____

About S&H Global Solutions

Business Consulting Services - Optimize Operations

This template is provided by S&H Global Solutions as part of The Workforce Planning Blueprint series. For assistance conducting your skills gap analysis or developing strategies to close critical gaps, we're here to help.

Our Services

Need help with your skills gap analysis? S&H Global Solutions offers:

- Facilitated skills gap analysis workshops

- Competency framework development

- Gap closing strategy development

- Implementation support and coaching

- Strategic workforce planning

- Organizational capability assessments

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