



TenStep Supplemental Paper

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Honing Employees' Hidden Skills

Inherent in each person is a skill that can be utilized by organizations. Mining these hidden talents helps to overcome the perennial problem of employee retention.

Employee retention is a major issue in any organization. HR practitioners face a perennial problem in dealing with frustrated employees who leave the organization for a new job. An ideal solution to this persistent problem is to identify the hidden skills of the employees and utilize them for the company's benefit. Organizations have procedures to harness the skills required for a job, but not the hidden skills that employees possess. They need to have a strategy that provides for employee satisfaction and motivates them to perform better. It is pertinent to realize that skill, not strength, governs the success of an organization.

What are skills?

Conventionally defined, skill is the ability to perform a job competently and efficiently. In our context, it acquires a new dimension. It is the capacity of an employee that may not be relevant for the current job, but could be utilized for some other activities within the organization.

Objectives

- Better manpower planning.
- Better utilization of employee skills.
- Employee motivation.
- Employee retention.
- Limitations.
- Extensive and regular work by senior management to tap skills.
- Time consuming process.

Steps to utilize skills

1. **Management support.** To utilize the existing skill sets, you need to have a plan in place. This requires considerable time and resources. Therefore, it is essential that management extends its support to the project and appoints someone with the right experience to run it.
2. **Have plans to identify the skills.** To carry out this plan, certain key factors need to be identified, such as the employees to be covered, types of skills to be covered and experience.
3. **Notify all employees about the plan.** The plan cannot be executed if the beneficiary is unaware of it. Educate the employees about the benefits of such a program.



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Remove whatever fears they may have by explaining that it will lead to greater job satisfaction, a break from monotonous work and a chance for internal promotion.

4. **Set a deadline for completion.** Ensure that the data collection staff meets the deadline set for the completion of the plan.
5. **Implement the plan.** The program should always be implemented for filling a new post or while creating a team.
6. **Determine the success of the plan.** Conduct an opinion poll as to the usefulness of the plan. Analyze the complaints and grievances. If possible, consider them in making necessary changes.
7. **Update the plan regularly.** At regular intervals, update the data collected. Delete the details of employees who left the organization. Similarly, add those of the new recruits.

Summary

The hidden skills of employees are invaluable resources for any organization. If utilized effectively and efficiently, manpower turnover will decrease and lead to greater employee satisfaction.