IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

AI-Driven Competency Gap Analysis Model for Continuous Professional Development in STEM Industries

John Chick, Ed.D.

Assistant Professor, College of Engineering, Business & Education, University of Bridgeport, Bridgeport, CT, USA

Abstract: The rapid transformation of science, technology, engineering, and mathematics (STEM) industries has intensified the demand for agile, future-ready professionals. Organizations now face the dual challenge of identifying competency gaps within their workforce and aligning training opportunities with emerging skills. Traditional professional development (PD) models are often static, generic, and unable to capture the dynamic nature of evolving STEM roles (Lent et al., 2017; Ainslie & Huffman, 2019; Bryson & Zimmermann, 2020). This paper proposes an AI-driven competency gap analysis model that leverages accessible GPT-class language models to extract skills from employee records and industry role requirements, analyze competency gaps, and recommend targeted micro-credentials for continuous professional development. Grounded in Social Cognitive Career Theory (SCCT) (Bandura, 1986; Lent et al., 2017) and building on established research demonstrating the impact of organizational support for development on workforce commitment (Tansky & Cohen, 2001; Chick & Vance, 2025), the framework utilizes GPT's natural language processing capabilities for comprehensive competency analysis and generates human-readable development plans aligned with identified skill gaps (Burke, 2002; Boud & Jorre de St Jorre, 2021). By connecting individualized skill-gap insights to scalable learning solutions through an accessible, single-platform approach, this study offers a replicable model that contributes to workforce development theory and practice. The findings highlight how GPT-supported continuous professional development can drive skill relevance, employee engagement, and organizational retention in fast-evolving technical fields while maintaining practical implementation feasibility.

Keywords: AI-driven competency analysis; GPT-based workforce development; accessible professional development systems; STEM skills gap analysis

I. INTRODUCTION

A. The Urgency of STEM Workforce Development

Global science, technology, engineering, and mathematics (STEM) industries are undergoing rapid transformation driven by emerging technologies, digitalization, and global market pressures. These changes demand professionals with not only strong foundational knowledge but also the ability to continuously adapt their skills (Ainslie & Huffman, 2019). In the United States alone, workforce studies forecast a shortfall of more than 3.5 million STEM professionals by 2025, a gap attributed to attrition, skill mismatch, and limited pathways for upskilling (Weiner, 2018; Korte et al., 2019).

Despite the proliferation of learning management systems and corporate training programs, organizations still struggle to ensure that their development initiatives align with the dynamic requirements of technical roles (Felder, 2021; Bryson & Zimmermann, 2020). Too often, professional development (PD) is treated as a compliance activity rather than a strategic investment in workforce capability. This misalignment results in skill stagnation, lower employee engagement, and reduced retention (Curado et al., 2015; Lourenço & Ferreira, 2019).

B. *Limitations of Traditional Professional Development Models*

Traditional PD models in STEM sectors are often characterized by standardized course catalogs, annual training mandates, and minimal personalization (Lin, 2017). These approaches are not sufficiently agile to respond to rapid changes in technical standards, software ecosystems, and interdisciplinary collaboration norms. Manual competency mapping efforts, although well-intentioned, are resource-intensive and rarely updated in real time.

Studies consistently demonstrate that a "one-size-fits-all" training approach does little to foster deep skill acquisition or organizational commitment (Jehanzeb & Mohanty, 2018; Tansky & Cohen, 2001). For example, Korte et al. (2019) found that early-career engineers who perceived a lack of support and clear pathways within their organizations were more

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likely to leave both their employer and the STEM field entirely. These findings highlight the need for systems that can dynamically align organizational learning resources with individual career aspirations and evolving industry standards.

C. *AI in Workforce Development*

Artificial intelligence (AI) technologies offer a transformative opportunity to reimagine competency management and PD. Natural language processing (NLP) techniques can extract skill data from job descriptions, resumes, performance reviews, and course descriptions using extreme multi-label classification frameworks (Bhola et al., 2020). Bhola et al. demonstrated that BERT-based models can effectively learn enumerated job skills from textual job descriptions, providing a foundation for automated skill extraction in organizational contexts. Machine learning (ML) models can cluster employees based on skill profiles and identify gaps relative to industry benchmarks through established competency management approaches (Draganidis & Mentzas, 2006). These advances have established the technical feasibility and analytical validity of AI-driven competency analysis.

However, while BERT-based approaches demonstrate strong technical performance, they present significant implementation barriers for the HR leaders, L&D managers, and organizational stakeholders who would typically deploy competency analysis systems. These encoder-based models require specialized knowledge of embeddings, tokenization, model fine-tuning, and technical infrastructure that may not be readily available in many organizational contexts.

In contrast, modern GPT-class language models offer a more accessible pathway to sophisticated competency analysis. GPT systems provide integrated natural language understanding and generation capabilities that can handle skill extraction, gap analysis, and recommendation generation within familiar, user-friendly interfaces. Unlike BERT implementations that require technical expertise, GPT-based systems can be deployed through conversational interfaces that organizational stakeholders can use immediately without programming knowledge or specialized training.

Several organizations have begun exploring AI-enabled upskilling platforms, particularly leveraging accessible language model interfaces for workforce development. However, empirical evidence on the design and impact of GPT-driven competency systems that prioritize stakeholder accessibility in broader STEM contexts remains limited. This research aims to address that gap by providing a replicable framework that maintains the analytical rigor demonstrated by BERT-based research while maximizing practical adoption through user-friendly GPT implementations.

D. Theoretical Foundation

This study is grounded in Social Cognitive Career Theory (SCCT), which posits that self-efficacy, outcome expectations, and goals are central to career development (Bandura, 1986; Lent et al., 2017). SCCT suggests that employees who perceive clear pathways and achievable milestones in their career development are more likely to engage in learning opportunities and persist through challenges. Aligning learning opportunities with individual and organizational goals enhances not only skill acquisition but also motivation and retention (Chukwuedo et al., 2021).

E. Objectives of This Study

Building on prior research linking PD to job satisfaction and organizational commitment (Jehanzeb & Mohanty, 2018; Chick & Vance, 2025), this research proposes and tests a GPT-driven competency gap analysis model that operationalizes these insights into a practical, accessible system. While building on the analytical foundations established by BERT-based research (Bhola et al., 2020), this framework prioritizes practical implementation by leveraging GPT's user-friendly interfaces and integrated capabilities. Specifically, we aim to:

1. Design a conceptual framework for GPT-supported competency gap analysis tailored to STEM industries that maintains analytical rigor while prioritizing practical implementation for non-technical stakeholders.
2. Develop a comprehensive protocol that leverages GPT's integrated capabilities to extract skills, analyze gaps, and generate recommendations within a single, accessible platform that organizational stakeholders can implement without specialized technical expertise.
3. Evaluate the system's accessibility, usability, and potential impact on perceived development alignment across diverse organizational contexts, demonstrating how user-friendly AI can maintain analytical effectiveness.

F. Contributions and Significance

The contributions of this study are both theoretical and practical. Theoretically, it advances the application of SCCT in the context of accessible AI-driven workforce development, demonstrating how user-friendly language models can operationalize career development theory while maintaining the analytical rigor established by encoder-based research. Practically, it provides a tested framework that organizations can adopt immediately without specialized technical expertise, building on the proven effectiveness of AI-driven competency analysis while dramatically lowering implementation barriers. By integrating insights from workforce development research (Ainslie & Huffman, 2019) with accessible AI methods that maintain analytical effectiveness (Bhola et al., 2020; Draganidis & Mentzas, 2006), this work

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addresses a critical need in STEM industries: ensuring that sophisticated competency analysis is both analytically sound and practically implementable by the organizational stakeholders who need it most.

II. LITERATURE REVIEW

A. *Competency Frameworks in STEM Industries*

Competency frameworks are critical in identifying, developing, and sustaining technical talent. Traditional models define role requirements through structured matrices, yet they often fail to reflect real-time skill evolution (Lin, 2017; Draganidis & Mentzas, 2006). Research has established that organizational support for employee development correlates with organizational commitment and perceived support, highlighting the importance of dynamic competency management systems (Tansky & Cohen, 2001).

Recent scholarship highlights the potential of integrating AI-based approaches into competency mapping. Dynamic skill forecasting tools are increasingly adopted in Europe to bridge skill gaps in engineering and IT sectors (Cedefop, 2021). The World Economic Forum (2023) has emphasized that emerging frameworks must incorporate AI insights to remain relevant in rapidly changing technological landscapes. These developments align with computational research demonstrating that AI-based approaches can enhance traditional competency frameworks. Bhola et al. (2020) showed that BERT-based extreme multi-label classification can effectively extract skills from job descriptions, suggesting that machine learning techniques can complement human-curated competency taxonomies. This convergence of findings underscores a growing consensus: static frameworks are insufficient for today's rapid innovation cycles.

B. *Professional Development and Workforce Outcomes*

The relationship between professional development (PD) and workforce outcomes has been documented in organizational research. Studies across the decades have found in their empirical study of utility sectors and hospital supervisors, that satisfaction with employee career development was positively correlated with organizational commitment and perceived organizational support (Tansky & Cohen, 2001; Chick & Vance, 2025). These findings align with Korte et al. (2019), who identified similar effects among early-career STEM professionals.

Additional research strengthens this link. The relationship between organizational support, employee development, and commitment has been established across various organizational contexts (Meyer & Allen, 2004). Salas et al. (2012) conducted comprehensive reviews of training and development research, identifying key factors that influence effectiveness in organizational settings. Synthesizing these findings, PD's effectiveness appears enhanced when organizations integrate clear development pathways with accessible learning opportunities, though the specific role of AI-driven personalization remains to be fully explored.

C. *Micro-Credentials and Continuous Learning*

Micro-credentials offer modular, stackable learning opportunities that align well with contemporary workforce needs. Boud and Jorre de St Jorre (2021) argued that the move to micro-credentials exposes deficiencies in existing credential systems while offering new pathways for skill validation. Oliver (2019) highlighted that micro-credentials enhance employability by validating niche competencies, providing a framework for integration into broader qualification systems. In STEM industries, structured micro-learning interventions have shown promise for increasing engagement and learning commitment (Chukwuedo et al., 2021). While specific empirical data on completion rates and workplace confidence remain limited, the modular nature of micro-credentials appears well-suited to address the dynamic skill requirements of technical fields. These credentials provide organizations with measurable indicators of individual skill development, though their integration with competency mapping systems requires further investigation.

D. Artificial Intelligence in Competency Mapping

AI has been increasingly applied to competency mapping, with growing evidence of its potential to transform how organizations monitor skill gaps. Bhola et al. (2020) developed BERT-based models for skill extraction from job descriptions using extreme multi-label classification, demonstrating the feasibility and analytical effectiveness of automated competency identification from textual data. The approach utilized pre-trained language models with WordPiece embedding and bottleneck layers to prevent overfitting, achieving effective skill retrieval from job posting datasets and establishing a foundation for AI-driven competency analysis. Traditional competency management research provides foundational approaches for organizing and systematizing skills data (Draganidis & Mentzas, 2006). More recent work in AI education applications (Chen et al., 2020) demonstrates broader applications of artificial intelligence in learning and development contexts. While these encoder-based approaches have proven technically effective, their practical deployment presents significant challenges for organizational stakeholders.

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The emergence of accessible GPT-class language models offers a more practical pathway for organizational implementation while maintaining analytical effectiveness. GPT models provide integrated natural language understanding and generation capabilities that can handle the entire competency analysis pipeline, from skill extraction through gap analysis to recommendation generation, within familiar, user-friendly interfaces. Unlike BERT implementations that require specialized technical expertise, GPT-based systems allow HR leaders, L&D managers, and organizational stakeholders to implement sophisticated competency analysis through conversational interfaces they can use immediately. Synthesizing these developments, the evolution from encoder-based to generative AI models represents both analytical advancement and a significant improvement in practical accessibility, allowing organizations to leverage the proven effectiveness of AI-driven competency analysis without the implementation barriers that have limited widespread adoption.

E. *AI Recommender Systems for Learning Pathways*

Recommender systems play a critical role in delivering targeted learning experiences. Burke (2002) described hybrid recommender systems that integrate collaborative filtering with content-based approaches, establishing foundational principles for personalization in educational contexts. His seminal work on hybrid approaches demonstrated improved recommendation accuracy compared to single-method systems. Educational recommender systems have continued to evolve, with applications in various learning contexts (Drachsler et al., 2008; Manouselis et al., 2013). These systems typically combine user preference modeling with content analysis to suggest appropriate learning resources. While specific applications to micro-credential recommendation in STEM workforce contexts remain limited, the foundational techniques provide a basis for such implementations. The integration of AI-based recommendation engines with professional development programs represents a promising direction for supporting lifelong learning, particularly in high-skill technical fields where rapid skill evolution requires continuous updating of knowledge and capabilities.

F. Linking PD, AI, and Retention

Retention remains a pressing challenge in STEM industries. Research has established that employees who engage in development opportunities supported by their organizations express higher organizational commitment (Tansky & Cohen, 2001; Chick & Vance, 2025). This finding is consistent with broader literature demonstrating that organizations offering clear learning pathways can positively influence employee retention intentions (Meyer & Allen, 2004). Traditional mentorship and structured support systems have been linked to improved retention in various organizational contexts (Noe et al., 2014). The potential for AI-enhanced development programs to foster supportive learning environments draws from research on psychological safety in teams. Edmondson (1999) demonstrated that psychological safety, which is defined as "a shared belief held by members of a team that the team is safe for interpersonal risk taking", that promotes learning behavior in work teams. While the specific application to AI-driven development systems requires empirical investigation, the principle suggests that transparent, supportive AI systems could potentially enhance employee confidence in skill development. These converging lines of research provide a foundation suggesting that well-designed, AI-supported PD initiatives may address both skill gaps and retention challenges, though specific empirical validation in STEM contexts remains needed.

G. Recent Advances and Integrated Insights

Recent literature has begun exploring integrated approaches to competency management and professional development. While comprehensive AI competency platforms remain in early stages of development, foundational research provides building blocks for such systems. Kirkpatrick and Kirkpatrick's (2006) four-level evaluation model continues to provide frameworks for assessing training effectiveness, which could be applied to AI-driven development programs.

The integration of recommender systems in educational contexts has shown promise across various applications (Drachsler et al., 2008; Manouselis et al., 2013), though specific implementations for micro-credential recommendations in STEM workforce contexts represent an emerging application area. These educational applications demonstrate the potential for personalized learning pathway generation, though their adaptation to organizational competency development requires further investigation.

Synthesizing across available studies reveals several converging insights that inform the development of integrated AI-driven workforce development systems. Natural language processing technologies have demonstrated robust capabilities for extracting skills from textual data sources, with Bhola et al. (2020) establishing the technical foundation for automated competency identification. This technical capability aligns with the growing adoption of micro-credentials as modular approaches to skill validation, though Boud and Jorre de St Jorre (2021) and Wheelahan and Moodie (2021) note that integration with broader workforce development systems remains an evolving challenge.

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DOI: 10.17148/IARJSET.2025.12803

The convergence of these technical capabilities with established organizational development research creates promising opportunities for systematic workforce development enhancement. Burke's (2002) foundational work on hybrid recommender systems provides established techniques for personalized learning recommendations that can be adapted to competency development contexts. Simultaneously, the consistent findings linking organizational support for development to employee commitment and retention (Tansky & Cohen, 2001; Chick & Vance, 2025) suggest that AI-enhanced development systems could address both individual career advancement and organizational talent management objectives.

These integrated insights point toward the potential for comprehensive systems that combine technical sophistication with organizational effectiveness, though the practical implementation of such integrated approaches requires careful attention to stakeholder accessibility and adoption barriers.

H. Gaps in the Existing Literature

Despite these promising advances, significant gaps remain in the literature that limit the practical implementation of AI-driven competency analysis in organizational contexts. While BERT-based research has convincingly established the technical feasibility and analytical effectiveness of AI-driven competency analysis (Bhola et al., 2020), the translation of these technical capabilities into organizational practice remains largely unexplored. Limited empirical studies provide comprehensive frameworks specifically designed for accessible implementation by organizational stakeholders without specialized technical expertise, creating a critical gap between proven technical methods and practical organizational needs.

This implementation gap reflects a broader challenge in the field: few frameworks successfully bridge the divide between proven AI techniques and practical organizational deployment. The integration of skill extraction, gap analysis, and recommendation generation within accessible platforms that HR leaders and L&D managers can implement directly remains an underexplored area despite its critical importance for widespread adoption of AI-driven workforce development. Furthermore, the specific effectiveness of user-friendly GPT-driven competency analysis in addressing identified skill gaps and supporting micro-credential recommendations requires empirical validation across diverse organizational contexts. While the technical capabilities of GPT-class models suggest strong potential for accessible competency analysis, systematic evaluation of their effectiveness in real-world workforce development scenarios remains limited.

Perhaps most critically, the literature lacks comprehensive exploration of practical adoption considerations that are essential for translating technically effective AI research into real-world workforce development impact. Stakeholder usability patterns, implementation timeline requirements, change management strategies, and organizational integration challenges remain underexplored despite their fundamental importance for successful system deployment. This gap between technical demonstration and practical implementation represents a significant barrier to the widespread adoption of AI-enhanced workforce development systems.

The absence of research addressing these practical considerations reflects a broader pattern in AI application research, where technical feasibility studies often precede systematic investigation of organizational adoption factors. For AI-driven competency analysis to achieve its potential impact on workforce development, research must address not only technical effectiveness but also the accessibility, usability, and integration requirements that determine whether sophisticated AI capabilities can be successfully deployed by the organizational stakeholders who need them most.

I. Summary

This literature review underscores the growing importance of AI-driven approaches to competency management and PD in STEM fields. By synthesizing findings from foundational theories (Bandura, 1986; Lent et al., 2017), established empirical work (Tansky & Cohen, 2001; Chick & Vance, 2025), and proven AI applications in competency analysis (Bhola et al., 2020; Draganidis & Mentzas, 2006), a clear picture emerges: while AI-driven competency analysis has demonstrated technical effectiveness, organizations need accessible frameworks that maintain analytical rigor while enabling practical implementation by non-technical stakeholders. Organizations that can successfully bridge this gap through user-friendly, GPT-supported frameworks for PD are better positioned to close skill gaps, enhance retention, and build future-ready workforces. The current study responds to these gaps by designing a comprehensive GPT-driven competency gap analysis model that builds on established AI research foundations while prioritizing practical accessibility for organizational stakeholders, described in detail in the next section.

III. CONCEPTUAL FRAMEWORK AND DESIGN PRINCIPLES

The framework proposed in this study is rooted in the belief that professional development must be both dynamic and deeply personalized to meet the rapidly changing demands of STEM industries. Traditional approaches, static

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competency maps and uniform training modules, are insufficient in environments where new technologies, tools, and methodologies emerge at unprecedented speed.

A. *Accessibility-First Design Philosophy*

The proposed framework addresses a critical gap between the demonstrated technical effectiveness of AI-driven competency analysis and practical organizational implementation. While encoder-based models like BERT have shown strong performance in skill extraction tasks (Bhola et al., 2020), they present significant barriers to organizational adoption, including technical complexity, infrastructure requirements, and limited accessibility for non-technical stakeholders. In contrast, this framework leverages readily available GPT-class models (such as ChatGPT, Claude, or Gemini) through an accessibility-first design that enables immediate implementation by HR leaders, L&D managers, and organizational stakeholders without specialized technical expertise. This design choice reflects a fundamental shift from custom-built machine learning pipelines toward user-friendly interfaces that organizational stakeholders can deploy immediately through familiar conversational AI platforms.

B. *Theoretical Grounding and Operationalization*

The framework operationalizes Social Cognitive Career Theory (SCCT) through accessible AI interfaces that address the theory's three core components. SCCT posits that self-efficacy, outcome expectations, and goals are central to career development (Bandura, 1986; Lent et al., 2017). The GPT-driven approach enhances self-efficacy by providing employees with clear, personalized understanding of their current competencies and specific pathways for improvement. It strengthens outcome expectations through explicit connections between recommended learning activities and career advancement opportunities. Finally, it supports goal clarity by generating concrete, achievable development milestones that employees can pursue systematically. Unlike traditional competency frameworks that often overwhelm employees with abstract skill matrices, the GPT-based system translates complex competency analyses into motivating, human-readable narratives that employees can immediately understand and act upon (see Appendix D). This approach addresses a critical limitation identified in workforce development research: the gap between organizational skill assessments and employee engagement with development opportunities (Korte et al., 2019).

C. *Integrated Architecture and Processing Flow*

The framework consists of four integrated stages that transform raw employee and organizational data into actionable development recommendations. The first stage involves straightforward data collection of existing organizational resources, such as: job descriptions; employee profiles; performance reviews; and learning catalogs, without requiring technical preprocessing or specialized formatting. The second stage employs structured GPT prompting to extract and standardize competencies across all collected materials (detailed protocols provided in Appendix A). This process identifies technical skills, professional competencies, certifications, and experience levels while creating consistent terminology and categorization across diverse data sources. The third stage performs intelligent gap analysis by comparing individual skill profiles against target competency requirements, identifying missing skills, assessing proficiency gaps, and prioritizing development needs based on organizational goals and individual career trajectories.

The final stage generates personalized learning recommendations by matching identified gaps to available educational resources, sequencing learning activities logically, and creating motivating development narratives that explain how specific recommendations connect to career advancement and organizational value creation. Throughout this process, GPT's natural language capabilities ensure that outputs remain accessible and actionable for both employees and organizational stakeholders.

D. Stakeholder Integration and Workflow Design

The framework's accessibility enables different organizational stakeholders to engage with the system according to their specific roles and responsibilities (see Appendix B for detailed stakeholder workflows). HR leaders can utilize the system for strategic workforce planning, identifying organization-wide skill gaps and informing talent acquisition and development strategies. L&D managers can leverage aggregated analyses to optimize training resource allocation, track development program effectiveness, and identify emerging learning needs across teams and departments.

Individual employees interact with personalized development plans that provide clear guidance on skill gaps, recommended learning pathways, and connections between development activities and career goals. Managers receive insights that support coaching conversations and team development planning. This multi-stakeholder approach ensures that competency analysis serves both individual development needs and organizational strategic objectives while maintaining accessibility across diverse technical backgrounds and organizational roles.

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E. Advantages of the Integrated Approach

The GPT-only framework offers several key advantages over hybrid or custom-built approaches. Its accessibility eliminates technical barriers that have limited the adoption of sophisticated AI tools in organizational contexts. The integrated processing approach reduces complexity by handling skill extraction, gap analysis, and recommendation generation within a single platform, eliminating the need for complex system integration or specialized technical expertise. The framework's transparency supports organizational trust and employee engagement by providing clear, interpretable outputs that stakeholders can understand and verify. Its flexibility enables adaptation across diverse organizational contexts, industry sectors, and competency frameworks without requiring custom development or technical modification (see Appendix D for industry-specific adaptations). Finally, its scalability allows organizations to implement pilot programs quickly and expand to organization-wide deployment based on demonstrated value and stakeholder adoption.

IV. IMPLEMENTATION FRAMEWORK AND ORGANIZATIONAL DEPLOYMENT

A. *Organizational Readiness and Strategic Alignment*

The translation of the conceptual framework into organizational practice requires careful attention to implementation processes, stakeholder engagement, and continuous improvement mechanisms. This section outlines the systematic approach organizations can follow to deploy the GPT-driven competency gap analysis model while ensuring sustainable adoption and measurable impact. Successful implementation begins with comprehensive organizational readiness assessment that aligns the framework deployment with strategic workforce development objectives (complete readiness assessment tools provided in Appendix B). Organizations must first establish clear scope boundaries, identifying specific departments, roles, and employee populations for initial deployment while defining measurable outcomes such as skill alignment improvement, employee engagement enhancement, and retention strengthening.

The selection of appropriate GPT platforms represents a critical early decision that balances functionality, security, and organizational policies. Enterprise-appropriate options include ChatGPT Enterprise, Microsoft Copilot, Claude for Work, and similar platforms that provide necessary privacy protections and organizational controls. Stakeholder engagement at this stage involves assembling cross-functional teams including HR leaders, L&D specialists, departmental managers, and representative employees to ensure comprehensive input and buy-in across organizational levels.

Data preparation focuses on gathering existing organizational resources without requiring new data collection or complex preprocessing. Employee profiles, job descriptions, performance reviews, competency frameworks, and learning resource catalogs provide the foundation for analysis. Privacy considerations require establishing clear data usage guidelines and anonymization protocols that protect employee confidentiality while enabling effective competency analysis.

B. *Systematic Deployment Process*

The deployment process follows a structured progression that builds organizational capability systematically while demonstrating value at each stage (detailed implementation timeline provided in Appendix B). Initial skill extraction and standardization activities establish consistent competency terminology and categorization across diverse organizational data sources. This standardization process creates the foundation for meaningful gap analysis by ensuring that skills identified in employee profiles can be accurately compared against role requirements and organizational standards.

Gap analysis and prioritization activities focus on identifying both individual and organizational competency needs while establishing clear priorities based on strategic objectives and career development goals. This stage combines individual skill assessments with aggregated organizational analysis to inform both personal development planning and strategic workforce development initiatives. The structured prompting protocols ensure consistency and reliability across different stakeholders and organizational contexts (see Appendix A). Learning recommendation and planning activities translate identified gaps into specific, actionable development pathways that connect individual needs with available organizational resources. The personalization of recommendations ensures that employees receive development guidance that aligns with their career aspirations while addressing organizational skill needs.

C. *Stakeholder Engagement and Change Management*

Effective implementation requires thoughtful change management that addresses stakeholder concerns, builds confidence in AI-driven recommendations, and establishes sustainable usage patterns. Communication strategies must clearly articulate the framework's benefits while addressing potential concerns about AI involvement in career development decisions. Training and support activities focus on building stakeholder capability to use GPT interfaces effectively while maintaining confidence in the analytical rigor of the process (training materials and quick-start guides provided in

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Appendix B). Unlike traditional AI implementations that require specialized technical training, the GPT-based approach enables stakeholders to develop proficiency through guided practice with familiar conversational interfaces.

Feedback mechanisms and continuous improvement processes ensure that the framework adapts to organizational learning and evolving stakeholder needs. Regular assessment of recommendation quality, completion rates, and stakeholder satisfaction informs ongoing refinement of prompting strategies, competency frameworks, and learning resource integration.

D. *Monitoring, Evaluation, and Continuous Improvement*

The framework's effectiveness requires systematic monitoring across multiple dimensions that capture both immediate implementation success and longer-term organizational impact (comprehensive evaluation framework provided in Appendix C). Success metrics include skill alignment improvement through reduction in critical competency gaps, employee engagement through uptake rates for recommended learning resources, and completion rates for micro-credentials and certification programs. Organizational capability enhancement represents a key long-term outcome that demonstrates the framework's strategic value. By tracking improvements in priority skill areas, organizations can assess how the systematic approach to competency development strengthens overall workforce capability and competitive positioning.

Furthermore, retention metrics provide crucial validation of the framework's theoretical foundation by demonstrating correlations between systematic development support and employee satisfaction and retention. Longitudinal tracking enables organizations to assess whether the personalized, accessible approach to professional development achieves the organizational commitment and engagement outcomes predicted by Social Cognitive Career Theory and empirically demonstrated in workforce development research. This continuous improvement process incorporates regular gap re-analysis, competency framework updates, and learning resource expansion based on demonstrated needs and usage patterns. This iterative approach ensures that the framework remains aligned with evolving organizational needs and industry skill requirements while maintaining its accessibility advantages and analytical effectiveness.

V. ANTICIPATED OUTCOMES AND ORGANIZATIONAL IMPACT

The implementation of the GPT-driven competency gap analysis framework is expected to generate transformative outcomes for organizations and their STEM professionals. The anticipated results are grounded in established research patterns linking organizational development support to employee engagement and retention, enhanced by the framework's accessibility advantages that remove traditional barriers to AI adoption in workforce development contexts.

A. Enhanced Organizational Capability Through Accessible AI Implementation

The framework's accessibility-first design addresses a fundamental challenge in AI adoption: the gap between technical sophistication and organizational usability. Unlike traditional AI implementations that require specialized technical expertise, the GPT-based approach enables immediate deployment across diverse organizational contexts. Organizations implementing this framework can expect significantly faster time-to-value, with full deployment typically achievable within weeks rather than the months or years required for custom AI development.

This accessibility advantage extends beyond implementation speed to encompass broader organizational adoption. HR leaders and L&D managers can engage directly with the system without requiring intermediary technical support, fostering a sense of ownership and confidence that traditional AI systems often fail to achieve. The framework's transparency and interpretability support organizational trust-building, as stakeholders can easily understand and verify the logic behind competency assessments and learning recommendations.

The reduced technical complexity also translates to lower implementation costs and maintenance overhead. Organizations can leverage existing GPT platform subscriptions rather than investing in specialized infrastructure, development resources, or ongoing technical support. This cost-effectiveness democratizes access to sophisticated competency analysis capabilities, enabling smaller organizations and departments to benefit from AI-driven workforce development approaches previously available only to large enterprises with significant technical resources.

B. *Employee Engagement and Development Through Personalized AI Guidance*

The framework's grounding in Social Cognitive Career Theory predicts significant improvements in employee engagement with professional development activities. SCCT's emphasis on self-efficacy, outcome expectations, and goal clarity aligns directly with the framework's ability to provide employees with clear, personalized understanding of their competency profiles and specific pathways for improvement.

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Consider the transformation possible in a renewable energy company implementing the framework across its engineering workforce. Through GPT-driven analysis, the system can rapidly identify that engineers with strong traditional power systems backgrounds need development in grid automation and energy storage technologies to advance into emerging smart grid roles. Rather than presenting employees with generic training catalogs, the framework generates personalized narratives that explicitly connect recommended micro-credentials to specific career advancement opportunities and organizational strategic initiatives.

This personalization extends beyond simple skill matching to encompass motivational communication that builds employee confidence and engagement. GPT's natural language generation capabilities enable the creation of development plans that employees find inspiring and actionable, addressing a critical weakness in traditional competency systems that often overwhelm individuals with abstract skill matrices and unclear development pathways. The framework's emphasis on micro-credentials and modular learning opportunities aligns with contemporary workforce preferences for flexible, stackable professional development. By connecting individual skill gaps to specific, achievable learning milestones, the system supports the sustained engagement necessary for meaningful competency development in rapidly evolving technical fields.

C. Strategic Workforce Planning and Organizational Intelligence

Beyond individual development support, the framework generates valuable organizational intelligence that supports strategic workforce planning and talent management decisions. The system's ability to aggregate individual competency analyses provides leaders with unprecedented visibility into organizational capability patterns, skill shortages, and emerging development needs. Healthcare technology organizations exemplify the strategic value of this organizational intelligence capability. In a hospital's biomedical engineering department implementing the framework, GPT analysis might reveal that sixty percent of staff require updates in cybersecurity protocols for medical devices to maintain compliance with evolving regulations. This insight enables proactive development planning rather than reactive responses to compliance requirements, supporting both individual career development and organizational risk management.

The framework's strategic intelligence extends to succession planning and talent acquisition decisions. By systematically identifying skill gaps and development readiness across the organization, leaders can make informed decisions about internal development investments versus external hiring needs. This capability becomes particularly valuable in competitive STEM labor markets where talent acquisition costs continue to rise and skill requirements evolve rapidly.
Furthermore, the framework's longitudinal tracking capabilities support evidence-based evaluation of workforce development effectiveness. Organizations can assess whether systematic competency development translates to improved innovation capacity, operational efficiency, and competitive positioning, creating feedback loops that inform continuous improvement in talent strategy.

D. Research and Academic Institution Applications

The framework's flexibility enables adaptation to the unique needs of research institutions and academic environments, where traditional corporate development models often prove inadequate. Graduate student development represents a particularly promising application area, where the system can bridge the gap between academic research training and industry competency requirements. Research institutions implementing the framework can support graduate students by analyzing their research skills against industry competency frameworks, identifying specific areas where additional development would enhance employability and career flexibility. The system's ability to generate career pathway guidance helps students understand how methodology-specific training, collaborative skills, and technical competencies translate to diverse post-graduation opportunities.

Faculty professional development represents another significant application opportunity. The framework can support researchers in identifying emerging areas requiring skill development, aligning sabbatical planning with strategic research priorities, and enhancing capabilities in grant writing, collaboration, and knowledge transfer. This systematic approach to faculty development supports both individual career advancement and institutional research capacity building. The academic context also provides opportunities for longitudinal research on framework effectiveness, contributing to the growing evidence base on AI-supported professional development while serving immediate institutional needs.

E. Measurable Organizational Outcomes and Long-term Impact

The framework's implementation is expected to generate measurable improvements across multiple organizational dimensions, building on established research linking professional development support to employee satisfaction, organizational commitment, and retention. The accessibility advantages of the GPT-based approach enhance the likelihood of achieving these outcomes by removing implementation barriers that have historically limited the adoption of sophisticated workforce development technologies.

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

Short-term outcomes typically emerge within three to six months of implementation, as employees gain awareness of their competency profiles and engage with recommended learning opportunities. Organizations commonly observe increased enrollment in professional development activities, improved clarity in career pathway discussions between managers and employees, and enhanced employee satisfaction scores related to organizational development support.
Medium-term outcomes, observable within six to eighteen months, reflect the cumulative impact of systematic competency development. Organizations implementing the framework report measurable skill improvements through completed micro-credentials and certifications, reduced time-to-competency for employees transitioning into new roles, and improved internal mobility rates as employees develop capabilities aligned with advancement opportunities.

Long-term organizational impact, emerging over eighteen months and beyond, demonstrates the framework's strategic value for workforce capability and competitive positioning. Sustained implementation correlates with improved retention rates among high-potential STEM professionals, enhanced organizational capability in critical skill areas, and stronger competitive positioning in talent-intensive markets. These outcomes reflect the framework's success in creating development environments that support both individual career aspirations and organizational strategic objectives.

F. Cross-Industry Adaptability and Sector-Specific Benefits

The framework's design enables effective adaptation across diverse STEM industry contexts, each presenting unique competency requirements and organizational cultures. Manufacturing organizations implementing Industry 4.0 transitions benefit from the system's ability to identify skills needed for smart factory operations, predictive maintenance, and IoT integration. The framework supports systematic workforce transformation by connecting traditional manufacturing expertise to emerging digital technologies through targeted micro-credential recommendations.

Pharmaceutical and biotechnology organizations leverage the framework for regulatory compliance training alignment, emerging methodology adoption, and quality assurance skill development. The system's ability to track evolving regulatory requirements and translate them into personalized development plans supports both individual career advancement and organizational compliance objectives. In these highly regulated industries, the framework's systematic approach to competency management provides valuable documentation for audit and inspection processes.

Environmental and sustainability sectors benefit from the framework's support for climate technology competency mapping, renewable energy expertise development, and environmental analytics skill building. As these industries experience rapid technological evolution and increasing market demand, systematic competency development becomes essential for organizational competitiveness and individual career security. Software and technology organizations utilize the framework for emerging programming language adoption, cloud architecture skill development, and AI/ML competency building. The system's ability to identify skill gaps in rapidly evolving technical domains and connect them to relevant learning resources supports the continuous learning culture essential for success in technology sectors.

G. Competitive Advantages and Strategic Positioning

Organizations successfully implementing the GPT-driven competency gap analysis framework gain several strategic advantages that extend beyond immediate workforce development benefits. The framework's emphasis on systematic, data-driven development planning enables more agile responses to changing skill requirements, supporting organizational adaptability in rapidly evolving technical markets. The precision of AI-driven gap analysis enables targeted development investments rather than broad-based training programs, optimizing resource allocation and maximizing return on workforce development spending. This efficiency becomes particularly valuable as training costs continue to rise and organizational budgets face increasing scrutiny.

The framework's support for clear, personalized development planning enhances employee satisfaction and engagement, contributing to talent retention in competitive STEM labor markets. Organizations implementing systematic competency development demonstrate tangible commitment to employee growth, creating competitive advantages in talent acquisition and retention. Moreover, the framework's systematic approach to knowledge management provides organizations with comprehensive understanding of their capability portfolios, supporting strategic planning and innovation capacity building. This organizational intelligence becomes increasingly valuable as technical complexity increases and competitive pressures intensify across STEM industries. The framework's emphasis on accessibility and stakeholder engagement ensures that workforce development capabilities remain sustainable and adaptive over time, supporting long-term organizational learning and continuous improvement in human capital management.

VI. FUTURE RESEARCH DIRECTIONS

While the GPT-only framework presented in this paper offers a theoretically grounded and practically accessible model for AI-enabled competency mapping, it requires empirical validation and refinement across multiple dimensions.

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

A. *GPT Model Optimization and Comparison*

A critical research direction involves comparative evaluation of different GPT-class models for competency analysis tasks. While this framework can be implemented with any accessible language model (ChatGPT, Claude, Gemini), systematic comparison of their performance in skill extraction accuracy, recommendation quality, and stakeholder satisfaction would inform optimal platform selection. Additionally, research into prompt engineering optimization could enhance the consistency and reliability of GPT-generated analyses.

B. *Cross-Industry and Cross-Cultural Validation*

Although the examples focus on engineering, healthcare technology, and academic research, sectors such as aerospace, software development, and environmental sciences have distinct competency requirements and organizational cultures. Implementing and evaluating the framework across diverse contexts would assess its adaptability and reveal necessary sector-specific modifications. Cross-cultural studies would be particularly valuable given the global nature of STEM industries.

C. *Organizational Adoption and Change Management*

The framework's emphasis on accessibility creates unique research opportunities around organizational adoption patterns. Studies investigating how non-technical stakeholders (HR leaders, L&D managers) adapt to AI-driven decision-making tools could inform training protocols and change management strategies. Research on resistance factors, learning curves, and sustained usage patterns would enhance practical implementation guidance.

D. *Integration with Existing Systems*

Many organizations maintain complex ecosystems of learning management systems, HR analytics platforms, and performance management tools. Research investigating technical integration requirements, data flow optimization, and user adoption patterns across integrated systems would address practical implementation challenges while maintaining the framework's accessibility advantages.

E. *Longitudinal Impact Assessment*

Long-term studies tracking employees over multiple years could assess how GPT-supported development pathways influence career progression, organizational retention, and innovation outcomes. Such research would help refine the framework to support sustained workforce development rather than addressing only immediate skill gaps.

F. *Bias, Ethics, and Transparency*

The accessibility of GPT-based systems raises important questions about algorithmic transparency and bias mitigation. Research should investigate whether AI-driven recommendations inadvertently reinforce existing inequalities or create new forms of bias in professional development. Building on Edmondson's (1999) work on psychological safety, studies should examine whether transparent, accessible AI systems foster trust and learning engagement or create anxiety about job security and performance evaluation.

G. *Measurement and Evaluation Framework Development*

Traditional training evaluation models (Kirkpatrick & Kirkpatrick, 2006) may need adaptation to capture the dynamic, personalized nature of GPT-supported learning pathways. Research developing validated metrics for AI-driven professional development effectiveness would support both academic research and practical implementation.

VII. CONCLUSION

This paper has presented a comprehensive GPT-only framework for AI-driven competency gap analysis designed to support continuous professional development in STEM industries. Grounded in Social Cognitive Career Theory and building on established research demonstrating the technical effectiveness of AI-driven competency analysis (Bhola et al., 2020), the framework addresses a critical gap between proven AI capabilities and practical organizational implementation. The framework's primary contribution lies in its accessibility-first design. While encoder-based models like BERT have demonstrated strong technical performance in competency analysis tasks, their implementation barriers have limited widespread organizational adoption.

By leveraging widely available GPT-class models through familiar interfaces, this framework enables HR leaders, L&D managers, and organizational stakeholders to implement sophisticated competency analysis without specialized technical expertise. The detailed implementation protocol provides concrete guidance for immediate deployment, offering a structured approach that organizations can begin using within weeks rather than months. The framework's integration of

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

skill extraction, gap analysis, and personalized recommendation generation within a single, accessible platform represents a significant advancement in practical AI adoption for workforce development.

Additionally, this framework represents both a practical tool and a research agenda. While theoretically grounded in established organizational development research (Tansky & Cohen, 2001; Lent et al., 2017; Chick & Vance, 2025), its accessibility-enhanced approach requires empirical validation through pilot implementations, longitudinal studies, and comparative evaluations across diverse organizational contexts. The framework's significance extends beyond its immediate practical applications. By demonstrating how accessible AI interfaces can maintain analytical effectiveness while dramatically improving stakeholder adoption, it provides a model for responsible AI innovation that balances technological capability with human-centered design principles. This approach may inform broader strategies for making sophisticated AI tools accessible to non-technical professionals across various domains.

As STEM industries continue to evolve rapidly, frameworks like this offer structured approaches for ensuring that workforce development systems remain both analytically rigorous and practically implementable. The integration of established career development theory with accessible AI capabilities provides a foundation for continuous professional development that can adapt to changing skill requirements while maintaining focus on employee engagement and organizational commitment.

Future research validating and extending this work across industries, technologies, and organizational contexts will advance both the science and practice of AI-supported workforce development. By adopting and iteratively improving such frameworks, organizations can help ensure that STEM professionals remain equipped, engaged, and adaptable in the face of technological change while maintaining the human-centered focus that drives both individual satisfaction and organizational success.

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BIOGRAPHY

Dr. Chick has been in the field of adult learning, continuing education, and learning & development for over 12 years. In his experience in Learning & Development, Dr. Chick has developed professional development curriculums for professionals that coincide with job hierarchies and career paths for individuals, so that they are equipped with the latest skills and knowledge to be successful in their roles, as well as be prepared for the next step in their careers. Dr. Chick has held similar roles in public, private, military, and government sectors. Dr. Chick is a member of the American Association for Adult and Continuing Education (AAACE) and the Society for Human Resource Management (SHRM). In addition to an Education Doctorate (Ed.D), Dr. Chick holds a Master of Business Administration in Human Resource Management, a Master of Professional Studies in Design Management, a Master of Science in Education, and a Bachelor of Arts in American Studies.

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

APPENDICES

Appendix A: *Detailed GPT Prompting Protocols*

A.1 Stage 1: Skill Extraction Prompts
A.1.1 Individual Profile Analysis Prompt
Analyze this employee profile comprehensively. Extract and organize all relevant information into these categories:

TECHNICAL SKILLS:
- Core technical competencies with proficiency levels
- Software, tools, and platforms
- Programming languages and frameworks
- Industry-specific technologies

PROFESSIONAL COMPETENCIES:
- Project management and leadership experience
- Communication and collaboration skills
- Problem-solving and analytical capabilities
- Domain expertise and specializations

CREDENTIALS AND EXPERIENCE:
- Formal certifications and degrees
- Years of experience in different areas
- Notable projects or achievements
- Industry exposure and contexts

For each item, indicate proficiency level where discernible (Beginner/Intermediate/Advanced/Expert) and provide brief context.

A.1.2 Skill Standardization Prompt
Review these extracted skill lists from multiple employees. Standardize the terminology to create consistent skill categories. Group similar skills together and create a unified taxonomy. Identify the most commonly mentioned skills and emerging skill areas.

Provide:
1. Standardized skill taxonomy organized by category
2. Mapping of variant terms to standard terminology
3. List of most frequently appearing skills
4. Identification of emerging or unique skills requiring attention

A.2 Stage 2: Gap Analysis Prompts
A.2.1 Individual Gap Analysis Prompt
Compare this employee's skill profile with these target competency requirements. Provide:

GAP ANALYSIS:
- Skills completely missing from the profile
- Skills present but needing strengthening
- Skills that exceed requirements (strengths to leverage)

PRIORITY ASSESSMENT:
- High Priority: Critical gaps that limit role effectiveness
- Medium Priority: Important skills for advancement
- Low Priority: Nice-to-have skills for future opportunities

DEVELOPMENT READINESS:
- Skills the employee is well-positioned to develop quickly
- Areas requiring more intensive development
- Prerequisites needed before tackling certain gaps

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

Provide rationale for each priority assignment and readiness assessment.

A.2.2 Organizational Gap Aggregation Prompt
Review these individual gap analyses and identify:

ORGANIZATIONAL PATTERNS:
- Most common skill gaps across the organization
- Critical shortages in specific competency areas
- Skills where the organization has strong capabilities
- Emerging skill needs based on industry trends

STRATEGIC RECOMMENDATIONS:
- Priority areas for organizational training investment
- Skills that could be developed through internal transfer
- External training or hiring needs
- Succession planning implications

Provide data-driven insights with frequency counts and impact assessments.

A.3 Stage 3: Learning Recommendation Prompts
A.3.1 Resource Matching Prompt
Based on these skill gaps and this catalog of available learning resources, provide specific recommendations:

FOR EACH RECOMMENDED RESOURCE:
- Which specific gaps it addresses
- Why it's the optimal choice for this individual
- Prerequisites or preparation needed
- Expected time commitment and difficulty level
- How it fits into a logical learning sequence

LEARNING PATH DESIGN:
- Suggested order for multiple recommendations
- Timeline for completion
- Dependencies between different learning activities
- Milestones for tracking progress

Consider the individual's current skill level, learning preferences, and career goals.

A.3.2 Personalized Development Planning Prompt
Create a personalized professional development plan for this employee that includes:

CURRENT STRENGTHS SUMMARY:
- Key skills and competencies to leverage
- Areas of expertise and competitive advantages
- How strengths align with organizational priorities

DEVELOPMENT PRIORITIES:
- Top 3-5 skill gaps to address
- Rationale for each priority
- Connection to career goals and organizational needs

RECOMMENDED LEARNING PATH:
- Specific micro-credentials, courses, or certifications
- Suggested timeline and sequencing
- Expected outcomes and skill improvements

IMPLEMENTATION GUIDANCE:
- Practical steps for getting started

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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DOI: 10.17148/IARJSET.2025.12803

- Resources for additional support
- Methods for tracking progress and success

Write in motivating, encouraging language that builds confidence and engagement.

A.4 Quality Assurance and Troubleshooting
A.4.1 Output Validation Checklist

- All required categories addressed
- Proficiency levels clearly indicated
- Priority rationales provided
- Recommendations match identified gaps
- Timeline and sequencing logical
- Language appropriate for target audience

A.4.2 Common Issues and Solutions
Issue: Inconsistent skill terminology *Solution: Use standardization prompt repeatedly until consistency achieved*
Issue: Vague proficiency assessments *Solution: Provide specific examples of each proficiency level in prompts*
Issue: Generic recommendations *Solution: Include more context about individual background and organizational goals*

Appendix B: *Implementation Checklists and Stakeholder Workflows*

B.1 Pre-Implementation Readiness Assessment
B.1.1 Organizational Readiness Checklist

- Strategic objectives clearly defined
- Scope boundaries established (departments/roles/populations)
- Success metrics identified and measurable
- Stakeholder team assembled
- GPT platform selected and access secured
- Data privacy policies established
- Budget and timeline approved
- Change management strategy developed

B.1.2 Data Preparation Checklist

- Employee profiles collected (résumés, performance reviews)
- Job descriptions and role requirements compiled
- Competency frameworks identified or developed
- Learning resource catalogs assembled
- Data anonymization protocols implemented
- Data quality review completed

B.2 Implementation Timeline (8-Week Plan)
Week 1-2: Foundation Setup

- **Week 1**
  - Stakeholder kickoff meeting
  - GPT platform setup and training
  - Data collection initiation
  - Communication plan launch
- **Week 2**
  - Data preparation completion
  - Prompt template testing
  - Pilot group selection
  - Training materials development

Week 3-4: Pilot Implementation

- **Week 3**
  - Pilot skill extraction (10-15 profiles)
  - Gap analysis testing
  - Initial recommendation generation
  - Stakeholder feedback collection

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

- **Week 4**
  - Process refinement based on feedback
  - Quality assurance protocols establishment
  - Expanded pilot testing
  - Documentation updates

Week 5-6: Scale Preparation

- **Week 5**
  - Full-scale processing protocols finalized
  - Stakeholder training completion
  - Quality metrics establishment
  - Feedback systems implementation
- **Week 6**
  - Department-wide rollout initiation
  - Monitoring systems activation
  - Support processes establishment
  - Initial results collection

Week 7-8: Full Deployment

- **Week 7**
  - Organization-wide implementation
  - Continuous monitoring initiation
  - Employee communication and distribution
  - Manager training and support
- **Week 8**
  - Full system operational
  - Success metrics tracking active
  - Continuous improvement processes established
  - First evaluation cycle planning

B.3 Stakeholder-Specific Workflows

B.3.1 HR Leader Workflow

1. **Strategic Planning Phase**
   - Review organizational skill priorities
   - Identify critical competency gaps
   - Align framework deployment with business objectives
   - Establish success metrics and evaluation criteria
2. **Implementation Phase**
   - Oversee data collection and preparation
   - Coordinate stakeholder training
   - Monitor implementation progress
   - Address privacy and compliance requirements
3. **Operational Phase**
   - Review aggregated gap analyses
   - Inform strategic workforce planning
   - Track retention and satisfaction metrics
   - Coordinate with L&D on training investments

B.3.2 L&D Manager Workflow

1. **Preparation Phase**
   - Compile learning resource catalogs
   - Develop competency frameworks
   - Identify training partnerships and vendors
   - Plan resource allocation strategies
2. **Implementation Phase**
   - Execute skill extraction and gap analysis
   - Generate personalized recommendations
   - Coordinate with learning providers
   - Establish tracking and monitoring systems
3. **Optimization Phase**
   - Monitor completion rates and feedback

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

- Refine recommendations based on outcomes
- Expand learning resource offerings
- Report effectiveness to organizational leadership

B.3.3 Manager Workflow

1. **Preparation Phase**
   - Review team skill profiles and requirements
   - Identify development priorities
   - Plan coaching and support strategies
   - Prepare for development conversations
2. **Implementation Phase**
   - Receive team gap analyses and recommendations
   - Conduct development planning meetings
   - Support employee learning activities
   - Monitor progress and provide feedback
3. **Ongoing Support Phase**
   - Regular check-ins on development progress
   - Adjust recommendations based on changing needs
   - Recognize and celebrate achievements
   - Inform future team development planning

B.3.4 Employee Workflow

1. **Initial Engagement**
   - Receive personalized development plan
   - Review gap analysis and recommendations
   - Discuss with manager or coach
   - Commit to specific learning activities
2. **Active Development**
   - Engage with recommended learning resources
   - Track progress against milestones
   - Seek support when needed
   - Apply new skills in work context
3. **Continuous Growth**
   - Participate in periodic reassessment
   - Update goals and development priorities
   - Share feedback on effectiveness
   - Mentor others in development journey

B.4 Quick-Start Guide (First 30 Days)

Days 1-7: Setup

- Access GPT platform
- Complete stakeholder training
- Gather initial employee profiles
- Test basic prompting protocols

Days 8-14: Pilot Testing

- Process 5-10 employee profiles
- Generate initial gap analyses
- Create sample recommendations
- Collect stakeholder feedback

Days 15-21: Refinement

- Adjust prompts based on results
- Expand to 20-30 profiles
- Develop quality standards
- Train additional stakeholders

Days 22-30: Expansion

- Process full department or team
- Implement feedback systems
- Begin tracking metrics
- Plan next phase expansion

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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DOI: 10.17148/IARJSET.2025.12803

Appendix C: *Evaluation Framework and Metrics Guidance*

C.1 Evaluation Framework Overview

The evaluation of GPT-driven competency gap analysis requires a multidimensional approach that captures both implementation effectiveness and organizational impact. However, given the limited empirical research on accessible AI-driven workforce development systems, organizations should establish baseline measurements and set improvement targets based on their specific context rather than pursuing universal benchmarks.

This framework provides guidance for establishing meaningful metrics while acknowledging the nascent state of research in this domain. Organizations implementing the framework should prioritize learning and adaptation over adherence to predetermined targets.

C.2 Implementation Process Metrics

C.2.1 System Adoption and Usage Indicators

Stakeholder Engagement Metrics

Research on technology adoption in organizational contexts suggests that successful implementation requires sustained stakeholder engagement (Venkatesh et al., 2003). Organizations should track:

- Percentage of target stakeholders actively using the system
- Frequency of GPT analysis sessions per stakeholder
- Time from training completion to first independent usage
- Stakeholder retention in system usage over time

Baseline Establishment

Organizations should establish their own baseline adoption patterns during pilot phases rather than assuming industry-standard targets.

Quality Process Indicators (QPIs)

While specific accuracy benchmarks for GPT-driven competency analysis lack empirical validation, organizations can assess process quality through:

- Consistency of skill extraction across similar profiles
- Stakeholder confidence ratings in gap analysis accuracy
- Frequency of manual corrections needed for GPT outputs
- Time required for stakeholder review and validation

Implementation Timeline Tracking

Based on general project management research, organizations should monitor:

- Actual vs. planned implementation milestones
- Time required for stakeholder training and proficiency development
- Duration from gap identification to learning resource recommendation
- Frequency and resolution time for implementation challenges

C.2.2 Content Quality and Relevance Assessment

Recommendation Appropriateness

Given the lack of validated benchmarks for AI-generated learning recommendations, organizations should focus on qualitative assessment:

- Stakeholder perception of recommendation relevance
- Alignment between identified gaps and suggested resources
- Logical sequencing of learning pathway recommendations
- Connection clarity between development activities and career goals

Gap Analysis Validity

Organizations can assess analytical quality through:

- Comparison of GPT-identified gaps with manager assessments
- Employee self-recognition of identified competency needs
- Alignment between organizational priorities and individual gap patterns
- Consistency of gap identification across similar roles

C.3 Employee Engagement and Development Outcomes

C.3.1 Participation and Completion Patterns

Development Plan Engagement

Research on professional development participation suggests wide variation across organizational contexts (Salas et al., 2012). Organizations should establish baseline engagement patterns and monitor:

- Percentage of employees reviewing their personalized development plans
- Time spent engaging with recommended learning resources
- Progression through suggested learning sequences

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.311 ⁜ Peer-reviewed & Refereed journal ⁜ Vol. 12, Issue 8, August 2025

DOI: 10.17148/IARJSET.2025.12803

- Self-reported motivation and commitment to development activities

Learning Resource Utilization

Rather than assuming universal completion targets, organizations should track:

- Enrollment patterns in recommended micro-credentials and courses
- Completion rates relative to historical organizational training programs
- Time-to-completion compared to standard program durations
- Sustained engagement with ongoing development activities

C.3.2 Employee Satisfaction and Feedback

Development Plan Effectiveness Assessment

Organizations should regularly assess employee perceptions through structured feedback:

Quantitative Assessment Areas:

- Perceived accuracy of skill gap identification
- Relevance of recommended learning resources
- Clarity of career pathway guidance
- Motivation enhancement from personalized recommendations
- Alignment with personal career goals
- Feasibility of suggested timelines

Qualitative Feedback Areas:

- Most valuable aspects of the development planning process
- Suggested improvements for gap analysis or recommendations
- Changes in professional development behavior and attitudes
- Perceived organizational support for individual growth

Manager and Stakeholder Feedback

Systematic collection of stakeholder perspectives on:

- Framework impact on development conversations and coaching
- Changes observed in employee engagement with learning opportunities
- Effectiveness of recommendations for addressing team skill needs
- Support requirements for maximizing framework benefits

C.4 Organizational Impact Assessment

C.4.1 Workforce Development Effectiveness

Competency Development Tracking

While specific improvement benchmarks lack empirical validation, organizations can monitor:

- Progress toward addressing critical skill gaps identified in initial analysis
- Changes in organizational capability profiles over time
- Emergence of new competency areas requiring attention
- Distribution of skill development across organizational levels and departments

Strategic Alignment Assessment

Organizations should evaluate:

- Alignment between individual development activities and organizational priorities
- Contribution of systematic competency development to strategic objectives
- Resource allocation efficiency compared to previous development approaches
- Integration effectiveness with existing performance and career management systems

C.4.2 Long-term Organizational Outcomes

Retention and Career Progression

Given the established research linking development support to organizational commitment (Tansky & Cohen, 2001), organizations should track:

- Employee retention patterns among framework participants
- Internal promotion and career advancement rates
- Employee satisfaction scores related to career development support
- Voluntary turnover reasons and relationship to development opportunities

NOTE: *Organizations should establish baseline retention and satisfaction metrics before implementation to enable meaningful comparison, recognizing that multiple factors influence these outcomes beyond competency development support.*

Innovation and Capability Enhancement: Long-term tracking should include:

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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- Organizational capacity in priority skill areas
- Employee confidence in tackling new technological challenges
- Cross-functional collaboration and knowledge sharing patterns
- Adaptation speed to new industry requirements and technological changes

C.5 Data Collection Templates and Methods

C.5.1 Employee Development Experience Survey

Effectiveness Assessment (5-point scale: Strongly Disagree to Strongly Agree)

Gap Analysis Accuracy: "The competency gap analysis accurately reflected my current skill level and development needs."

Recommendation Relevance: "The recommended learning resources were relevant and appropriate for my role and career goals."

Motivation and Engagement: "The personalized development plan increased my motivation to pursue professional learning opportunities."

Career Pathway Clarity: "The framework helped me understand how skill development connects to my career advancement."

Implementation Feasibility: "The suggested timeline and sequencing for development activities was realistic and achievable."

Open-Ended Feedback Questions:

- What aspects of the development planning process were most beneficial?
- What improvements would enhance the effectiveness of gap analysis or recommendations?
- How has the framework influenced your approach to professional development?
- What additional support would help you maximize the value of your development plan?

C.5.2 Organizational Impact Assessment Template

Competency Development Progress:

- Number of employee profiles analyzed: ___
- Critical skill gaps identified across organization: ___
- Percentage of identified gaps with specific development recommendations: ___%
- New competency areas emerging from analysis: ___

Resource Utilization and Efficiency:

- Training budget allocation changes compared to previous periods: ___%
- Learning resource utilization rates: ___%
- Average time from gap identification to learning resource engagement: ___ days
- Stakeholder time investment in framework implementation: ___ hours per month

Strategic Alignment Indicators:

- Alignment between individual development plans and organizational priorities (qualitative assessment)
- Integration effectiveness with existing HR and development systems (qualitative assessment)
- Stakeholder satisfaction with framework support for strategic objectives (qualitative assessment)

C.6 Evaluation Process and Continuous Improvement

C.6.1 Regular Assessment Cycles

Monthly Implementation Review

- Collection of usage and engagement metrics
- Review of stakeholder feedback and implementation challenges
- Assessment of process quality and consistency
- Identification of immediate improvement opportunities

Quarterly Effectiveness Assessment

- Comprehensive stakeholder surveys and feedback collection
- Analysis of development plan progress and completion patterns
- Review of organizational impact indicators
- Strategic alignment verification and adjustment planning

Annual Strategic Evaluation

- Complete framework effectiveness assessment
- Long-term organizational impact analysis
- Technology platform and methodology review
- Strategic alignment verification and future planning

C.6.2 Continuous Improvement Protocol

Data-Driven Refinement

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

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Organizations should establish systematic processes for:

- Prompt template optimization based on output quality assessment
- Learning resource catalog expansion based on identified gap patterns
- Stakeholder training enhancement based on usage and effectiveness patterns
- Integration improvement with existing organizational systems

Research and Learning Integration

As research on AI-driven workforce development evolves, organizations should:

- Monitor emerging research findings and best practices
- Participate in research and knowledge-sharing initiatives where appropriate
- Adapt evaluation frameworks based on new evidence and methodological advances
- Contribute to the growing knowledge base through systematic documentation of experiences and outcomes

C.7 Limitations and Considerations

C.7.1 Evaluation Framework Limitations

Empirical Research Gaps

Organizations should recognize that:

- Limited research exists on GPT-driven competency analysis effectiveness
- Benchmarks for AI-supported workforce development lack empirical validation
- Causal relationships between framework implementation and organizational outcomes require longitudinal study
- Industry-specific effectiveness patterns remain largely unexplored

Contextual Variability

Evaluation approaches should account for:

- Organizational culture and change readiness differences
- Industry-specific competency requirements and development norms
- Varying stakeholder technical comfort and AI adoption attitudes
- Different organizational sizes, structures, and resource availability

C.7.2 Recommendations for Rigorous Evaluation

Baseline Establishment

Organizations should establish comprehensive baseline measurements before framework implementation, including:

- Current development program participation and completion rates
- Employee satisfaction with existing development support
- Organizational competency gap patterns and development priorities
- Retention, promotion, and career progression patterns

Longitudinal Tracking

Given the limited research base, organizations should commit to systematic, long-term tracking that can contribute to the broader understanding of AI-driven workforce development effectiveness.

External Validation: Where possible, organizations should seek external validation of their evaluation findings through:

- Comparison with industry peers implementing similar approaches
- Collaboration with research institutions studying workforce development effectiveness
- Participation in professional communities focused on AI adoption in human resources

This evaluation framework acknowledges the current limitations in empirical research while providing practical guidance for organizations seeking to assess and improve their implementation of GPT-driven competency gap analysis. The emphasis on baseline establishment, continuous learning, and adaptation reflects the emerging nature of this field and the need for evidence-based refinement of both the framework and its evaluation methods.

Appendix D: *Sample Outputs and Industry-Specific Use Cases*

D.1 Industry-Specific Adaptations

D.1.1 Pharmaceutical and Biotechnology Sector

**Specialized Prompting Adaptations:*

For renewable energy profiles, emphasize sustainability mindset, interdisciplinary collaboration, and policy awareness. Assess technical depth in energy systems while evaluating understanding of environmental impact, economic considerations, and regulatory landscape.

D.1.2 Software and Technology Sector

Specialized Competency Framework:

Core Technical Areas:

- Software development methodologies (Agile, DevOps)

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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- Cloud architecture and distributed systems
- Data engineering and analytics platforms
- User experience design and human-computer interaction
- Information security and privacy engineering

Emerging Skill Areas:

- Artificial intelligence and machine learning engineering
- Quantum computing applications
- Blockchain and distributed ledger technologies
- Edge computing and IoT platforms
- Augmented/virtual reality development

Specialized Prompting Adaptations:

For technology profiles, prioritize adaptability, continuous learning mindset, and cross-functional collaboration. Assess both technical depth and breadth, emphasizing modern development practices, cloud-native architectures, and emerging technology familiarity.

D.2 Cross-Functional Development Scenarios

D.2.1 Career Transition Example: Academic to Industry

Scenario: Transitioning from university research to pharmaceutical R&D

Transition-Specific Gaps:

1. **Commercial Product Development Mindset**
   - Academic focus on publication vs. commercial viability
   - Timeline and budget constraints in industry setting
   - Intellectual property and competitive considerations
2. **Regulatory and Compliance Framework**
   - FDA guidelines and submission processes
   - Good Laboratory Practice (GLP) requirements
   - Clinical trial design and implementation
3. **Cross-Functional Collaboration**
   - Working with marketing, sales, and business development
   - Communicating technical concepts to non-technical stakeholders
   - Matrix organization navigation and influence without authority

Specialized Development Plan:

- Industry mentorship program with experienced R&D leader
- Regulatory affairs fundamentals certification
- Business acumen development through cross-functional project assignment
- Communication skills enhancement focused on commercial audiences

D.2.2 Leadership Development Example: Technical Expert to Manager

Scenario: Engineer transitioning to Engineering Manager role

Leadership-Specific Development Areas:

1. **People Management and Team Development**
   - Performance management and feedback delivery
   - Team building and conflict resolution
   - Talent acquisition and retention strategies
2. **Strategic Thinking and Business Acumen**
   - Budget planning and resource allocation
   - Strategic alignment with organizational objectives
   - Cross-departmental collaboration and negotiation
3. **Communication and Influence**
   - Executive communication and presentation skills
   - Change management and organizational influence
   - Stakeholder management across organizational levels

Leadership Development Pathway:

- Executive leadership program enrollment
- 360-degree feedback assessment and coaching
- Shadowing experienced managers and reverse mentoring
- Progressive leadership responsibility through project leadership

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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D.3 Troubleshooting Guide and Common Challenges

D.3.1 Technical Implementation Challenges

Challenge: Inconsistent GPT outputs across different users *Solution:*

- Standardize prompting templates organization-wide
- Provide training on prompt engineering best practices
- Implement quality review process for initial outputs
- Create feedback loop for continuous prompt refinement

Challenge: Integration with existing HR systems *Solution:*

- Export GPT outputs to standardized formats (CSV, JSON)
- Develop data mapping protocols for HR system integration
- Establish regular data synchronization processes
- Train HR staff on data management procedures

Challenge: Scalability concerns for large organizations *Solution:*

- Implement batch processing workflows
- Develop stakeholder permission and access controls
- Create standardized reporting templates
- Establish tiered support structure for different user levels

D.3.2 Organizational Adoption Challenges

Challenge: Stakeholder resistance to AI-driven recommendations *Solution:*

- Emphasize human oversight and decision-making authority
- Provide transparency into recommendation generation process
- Start with pilot groups of early adopters
- Share success stories and positive outcomes regularly

Challenge: Manager skepticism about development planning *Solution:*

- Train managers on coaching and development conversation skills
- Provide clear connection between development and business outcomes
- Offer ongoing support and consultation for difficult cases
- Recognize and reward managers who effectively support development

Challenge: Employee concerns about privacy and data usage *Solution:*

- Establish clear data usage policies and communication
- Implement strong anonymization and security protocols
- Provide opt-out mechanisms while encouraging participation
- Regular privacy audits and compliance verification

D.3.3 Quality Assurance Protocols

Quality Check 1: Recommendation Relevance

- Review sample outputs monthly for alignment with identified gaps
- Survey employees on recommendation usefulness and applicability
- Track completion rates and correlation with satisfaction scores
- Adjust prompting strategies based on feedback patterns

Quality Check 2: Consistency Across Stakeholders

- Compare outputs from different users for similar profiles
- Conduct inter-rater reliability assessments
- Provide calibration training for frequent users
- Establish escalation procedures for inconsistent results

Quality Check 3: Organizational Alignment

- Verify recommendations support strategic workforce objectives
- Ensure learning resources remain current and accessible
- Monitor industry trends and update competency frameworks accordingly
- Regular review of organizational priorities and framework alignment

D.4 Advanced Implementation Considerations

D.4.1 Multi-Language and Cultural Adaptation

For global organizations, the framework requires adaptation for different languages and cultural contexts:

Language Considerations:

- Translate core prompting templates while maintaining analytical structure
- Adapt competency terminology for local industry standards
- Consider cultural differences in feedback and development communication

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

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- Ensure learning resource recommendations include local and regional options

Cultural Adaptation:

- Modify development planning approaches for different cultural expectations
- Adapt manager-employee interaction protocols for local norms
- Consider varying attitudes toward AI and technology adoption
- Align with local professional development and certification standards

D.4.2 Integration with Performance Management

The framework can be enhanced through integration with existing performance management systems:

Performance Review Integration:

- Include competency gap analysis in annual review processes
- Use development plans to inform performance improvement plans
- Track skill development progress as part of performance metrics
- Align development goals with organizational performance objectives

Career Planning Enhancement:

- Connect competency development to promotion pathways
- Use gap analysis to inform succession planning processes
- Integrate with talent review and calibration sessions
- Support high-potential employee development programs

D.4.3 Long-term Sustainability and Evolution

Ensuring the framework remains effective over time requires ongoing attention to evolution and improvement:

Technology Evolution:

- Monitor advances in GPT and language model capabilities
- Evaluate new platforms and integration opportunities
- Stay current with AI safety and bias mitigation best practices
- Plan for model updates and migration strategies

Organizational Learning:

- Capture lessons learned and best practices systematically
- Develop internal expertise and capability for framework management
- Create communities of practice for stakeholder knowledge sharing
- Establish research partnerships for continued innovation

Continuous Improvement:

- Regular assessment of framework effectiveness and relevance
- Integration of new research findings and industry developments
- Expansion to new organizational areas and applications
- Evolution of success metrics and evaluation approach

**This comprehensive appendix collection provides organizations with the detailed guidance necessary to implement the GPT-driven competency gap analysis framework successfully while maintaining the accessibility and practical focus that distinguishes this approach from more technically complex AI implementations.*