Training and Development
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Module - 03
Lecture - 15
Competency in Need Assessment

Welcome to lecture 15 this is the last lecture in module 3, wherein we are talking about Training Need Assessment. In the previous lecture we discussed about a various technique that we can use it for conducting training need assessment. In today's lecture we are going to discuss about competency, competency model and how do we identify a competence is required for a specific job role.

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So, let us look get into the lecture as I said we are going to look at and understanding, what are the competencies for specific job role, how organization will be identifying the required competencies to perform specific job role, ok.

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So, now training need assessment actually identifies individuals' current level of competency which we are referring to skill, knowledge in one or more areas. And compare it against the you know required competency as per the you know competency standard established for the particular position.

Let us say this is a job A ok. Job A will list down the KSA, which we say knowledge skill or and you know personal characteristics or behavioral characteristics behaviors ok, personal characteristics or a behavior of employees who are performing this particular job.

So, now, what are we actually essential doing we are trying to see through the training need assessment whether my employees are having those competencies which are listed down for performing the particular job.

So, the gap between the present and the required competency will essentially serve as the tool to understand ok. What is the need for a training, for a specific set of employees because are they having these sufficient competencies or do, they lack competency which are required part of their job role ok.

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So, the what are the competencies? We need to understand first to before we go for competency model or you know what is the required competency for a job? So, what is competencies? Competencies are set of skills knowledge abilities and a personal characteristic that will enable employees to perform their job successfully.

For example, as I given the same example A is a job and this job has 1 2 3 4 as a task ok. So, to perform this what are the knowledge or a skill or a behavior which are required which will enable an employee to perform really well. So, let us say to meet this these are the expectations every time, every job will have a task and that there is an expected performance; to do this what is that my employed need.

For example, let us say somebody works in a BPO or you know who's responding to the clients. Then you need to know that yes, this person should be really skilled with a language competency and one has to be really good and a conversation who can be very polite and you know who can have a better emotional regulation. So, that you know they can able to respond to the requirements of the clients or meet the demands of the clients.

So, given that. So, this becomes the competencies for a particular person to have a better performance in the per specific job role ok. So, international organization ISO has defined, the competency is nothing but an application of a knowledge, skill and behaviors in performing a specific job. So, these are become a competency ok.

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So, organization also conducts this competency assessment why because organization is also concerned about, do I have a right employee to do a right job. Because through this you know competency assessment you will either do initially or periodically which will help you to identify and prevent a performance problem.

Because when you do a competency assessment initially you will be able to know what this particular employee, let us say employee 1. This employee 1, I am doing a competency assessment through this assessment, I know what is this level of KSA which is knowledge, skill and abilities; based on that I will be able to map.

Or otherwise periodically reviewing it will be able to help you to prevent the problems of performance you know performance in the particular job role, this may be solved through task specific training when you can do training. So, that you will be able to address it ok.

So, the competency assessment, what is this competency assessment now. When we say competency assessment will help you to address the problem performance problem either way of regularly reviewing or even before you play somebody on a job, but what is this competency assessment.

Its competency assessment, nothing but any system for measuring and documenting the personal competency. Personal competency which you are referring to employee competency, we are have to develop a system to measure assess and document their competency level.

The what is the goal of this you know it is I trying to identify the problems with the employee performance and also to correct those through you know training or other methods which are available. So, that the employ can improve upon those competencies ok.

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So, the competency-based approaches are found to be very effective in linking the you know organizational strategy and human resource strategy. Because if you look at you know larger organization have gone for a competency-based assessment and competency-based models in their workplaces, because they were wanted to identify the weather my employees have the required competency to perform the job role.

Because the competency every job requires certain competencies and you know where my employee has a potential to perform this then based on that I will be placing them and they are being very successful in that job role. That is why the competency-based approaches are very effective in helping me organization to achieve their business strategy.

And because the competency model is essentially identifying, what are the competencies are required for a specific job? It is being very successful, because when I identify these are the competencies definitely required for any person who is going to occupy the job role. Then through this competency assessment you are able to map the right person for a particular job. Then they there he or she will be a better performer in the job role.

So, the competency model also provides descriptions on the competencies that are common for an entire occupation or job family. For example, those who are working in an assembly line or somebody working in a software project management, somebody works on a new product development, somebody works on an R and D there are may be a cluster of job.

If you look at now there can be 1 2 3 4 5 there are different very similar jobs where there are something different from each other, but they cannot be grouped together become a job family. So, we will be able to you know come up with an identifying as competencies required for a specific job or may be a job family you will be able to come up with the competencies, and this competency model can be used for a performance management also.

We are looking at evaluating the employee performance, improving the employee performance either through conducting training or either through allowing them to observe learn or providing a longer period of on-the-job training as well ok.
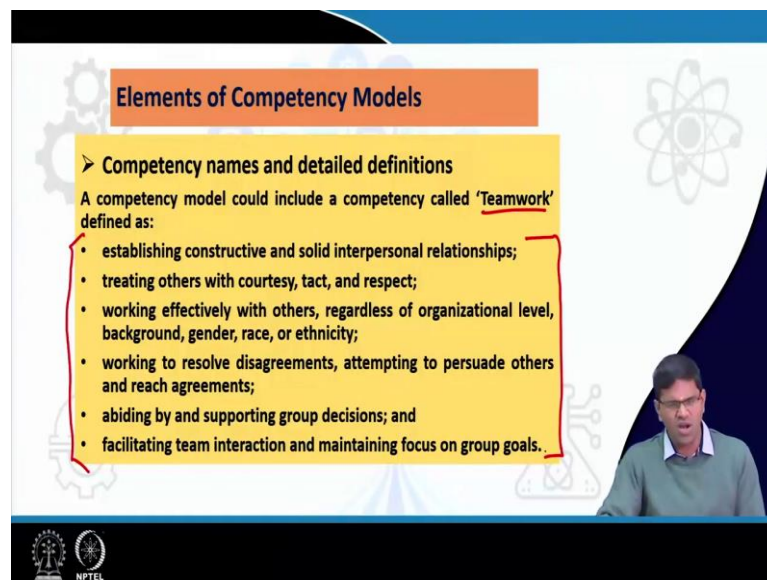
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So, now the competencies included in a competency model will vary according to company strategy and goals. Yes, because when you talk about let us say I am you know talking about a competency required for a customer relationship manager ok customer relations manager.

Now, I may be listed down x y z is the competency required, but now can I say this is the only competency required for any customer relations manager, may not be. This will vary with respect to my company strategy and goals every company may have a different strategy different goal based on that the competency might also vary for a specific job role.

So, the competency model which include what are those information's included in the competency model. It will talk about a competency name what is the competency name? For example, team work or you know client management then it will also provide a detailed definition about what is the competency we are talking about and also it will also look at the behaviour that represents the proficiency we are taking about; for example, a team work.

So, for that what are the behaviours which can be representing the particular proficiency we are referring to a team work. And are they also demonstrating the levels of mastery on the specific competency we are talking about.

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So, we are going to look at for taking one example as I said no, team work as the competency, so let us say competency we are referring to a team work ok. So, now, competency which we are referring is the team work, the team work is defined now.

So, it is establishing a constructive and solid interpersonal relationship, treating others with courtesy and respect, working effectively with other members in a team, regardless of the organization level, background whether you are with regardless of your educational background, your experience, race, ethnicity where you come from, which class or group you belong to and working to resolve disagreements in the conflict between the people attempting to persuade others to reach an agreement when there is you know conflict or disagreement.

Then I abiding by and supporting the group decisions facilitating team interaction and maintaining focus on group goals. These are the ways it is detailly defined, so when by say competency called teamwork. Now the question will come, what is teamwork according to this competency?

This list down very clearly in detail. So, competency of team work which is this is how it is defined, these are the important components of teamwork. Now I know, when I say competency team work this is the component I am referring to.
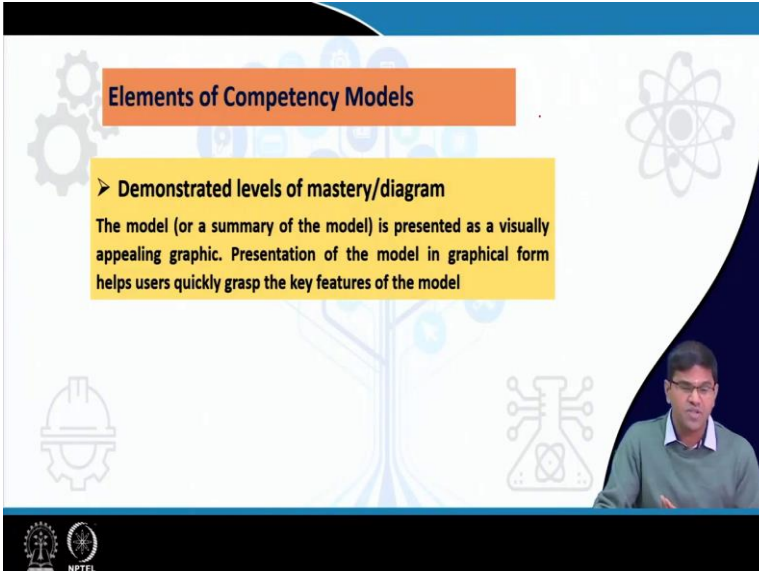
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Now what are we going to see? The behaviour that represent the proficiency the proficiency we are talking about a team work ok. So, now, let us say. So, how do you see the behaviour handing differences in work styles effectively when working with the coworkers. You know when you are working with the coworkers, how know you are able to work effectively with the coworkers?

Capitalizing the strength of the others on a team to get work done. Let us say you know some team members are very good at some skill, are you appreciating the team member to contribute? So that the team can perform really well. And also anticipating potential conflict you know that, when you work with multiple people in a team you are it is likely to see that; yes, there can be a conflict.

And are you addressing them directly and effectively? Motivating others to share their opinions and suggestions and demonstrating a personal commitment to group goals? Are you really contributing towards achieving or enabling the team to achieve the group goal? So, these are the some of the behaviours which represent the proficiency in a which we are referring to the team work ok.
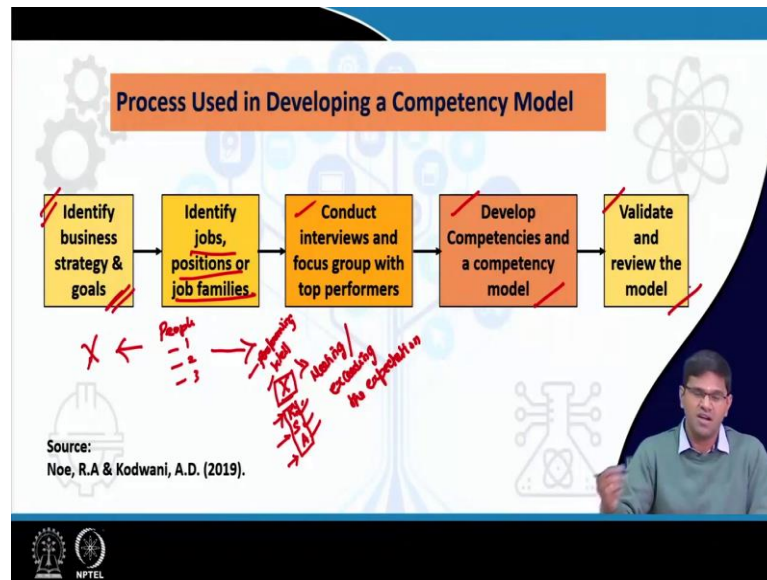
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So, now the last one we are talking about is that demonstrated level of mastery. When we say these are the behaviours which represents the teamwork a person who poses the team work as a competency. Now, we have to see whether this model is presented as visually appealing graphic. So, the presentation of a model in a graphic form helps user to quickly grasp the features of the model. So, you represent the mental model of you working in a team.

So, that you know this competency model helps any employee or an organization to understand what are we talking about in the competency model. So, visually you see somebody is working in a group you say there is some quarrel somebody is you know

working cohesively, appreciating, laughing, having a good time all that can be you know graphically representing. So, that you show that yes this represent to a team effort, you know supporting each other and helping everybody to achieve the group goals ok.

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So, these are the ways in which the competency model are provided. Now we are going to come up with how do we develop or how do we identify the competency for a specific job role. So, this is actually a process ok. So, everything in an organization always starts with the business strategy and goals. If you recollect when we begin this module we also started with the, yes, my training need assessment also draws heavily from the organization strategy and goals.

So, first you need to identify what is the business strategy and goals that has to through this you need to identify jobs and positions and job families. See for example, I have a specific business goal that will tell me X is my goal to achieve X, I need to have people not only in one position may be various level ok 1 2 3 performing different jobs different tasks ok.

Now, you need to conduct interviews and focus group with the top performance, why? For example, let us say X is a particular job role ok. Now to identify what are the competencies which we are talking about knowledge, skill, abilities; which are required for performing well we are referring to performing well which is indicated through

meeting or exceeding the expectation ok. That is what we are referring to performing well ok.

Now, how do I do it? I need to choose who are exceedingly done well in the past few quarters or a one year or few years. Then I need to talk to those people conduct interviews with those people. So, that I can decide what are those knowledge skills and abilities these top performers exhibited, because they exhibited, they become a top performance right.

They would have shown some behaviour they would have performed in some way that is why they were continued to be top performer. So, I am trying to decode what is that behaviour? What is the you know skill they should be exhibit? So, that somebody working in the particular job role will become a top performer.

So, that is why I need to conduct an interview, with our focus group with a particular top performer. So, that I will be able to decode the competency, which will make somebody to perform really well. So, then comes developing a competency and a competency model.

So, now, I need to come up with a competency model we will say ok. For this specific job role what are the competency which are required? And then it would define the competency say the behaviours which are required part of the competency.

And then say how do I also show diagrammatically you know the excelling demonstrating the mastery in the particular competency. And what I have to do I should also validate and review the model we will see in detail each of the steps in developing a competency model in an organization ok.

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Now, the first step is of course, as I was already saying yes you need to you know here identify what are the business strategies, which will help you to identify what type of competencies are required to ensure that; yes, my business goals are met and company strategy is supported ok.

So, the any change in the company goal or strategy will also reflect addition of a new competency requirement. For example, I have been only producing a product let us say a hardware product. Now my business strategy says along with you also provide a software product, maybe in example can be let us say DELL or HP.

They were primarily in a hardware you know computer hardware products, now they also offer software services for their client's various part of the clients. So, now, what is that my business strategy is choosing?

Previously hardware you would have had a different competency x y z, now if you look at, I need to add a b c also right. So, that is why it is also the important to identify the business strategy which will determine what are the competencies required to help my organization to achieve this business goals or a strategy of my organization ok.

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Now, when you identify the strategy, you need identify what are the jobs or a group of jobs which are required to perform this specific goal we are aiming at, because we have a goal with us. So, the goal has to be achieved to achieve the goal we will have you know different task to be performed. So, that you will be able to achieve the goal. So, you need identify which are the jobs or a job position which are required to achieve the goal of an organization.

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Now, you need to conduct interviews as I was detailing in a previous slide that yes, you need to conduct an interview with the top performers to identify the specific

competencies which are essential for the having those competencies for a specific job role. So, this will also help you to see that ok.

So, when somebody is hired for the specific role, you need to train them on the competencies, because we already identified through conducting interview the top performance; to be identified these are the competency which are important to be a top performer in the particular role. So, you can have to direct your training, around this competency for the specific job role.

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Then you need to come up at this stage you need to develop the competency model, so you need identify the competencies and you need to develop the competency model. And you know what we will have to do you know identifying the competencies there are several approaches, you can use to identify the competencies analyzing one or several star performers this is one way to identify the competences ok.

Another is surveying for the persons who are familiar with the job a. It is again like you know going back to a people who are very familiar in performing the particular job you conduct a survey with those people who perform the similar job. So, then they have adequate information then they will say ok. For this particular job you need to have you know this, skill set or knowledge or a behaviour.

So, then you will say these are the competences which are required either through stop star performance or through people who know the similar job who are performing a similar job or investigating the benchmark data of the good performers.

So, we can also investigate the benchmark data against the good performers then you will be able to identify this competency. So, that you will be able to associate those competences with the specific group of jobs or a family of jobs, for the specific role in an organization.

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Now, comes validate and review the model. So, how do you validate and review the model? So, there should be determination to know to see whether this competency included is truly related to the effective performance that is where we need to validate ok. So, you know why we need to validate it because it is important that we need to verify that their competencies necessary for job success and you know level of proficiency of the competencies appropriate.

So, now, how do we do it? Let us say I have identified a competency right now 1 2 3 4 5. Now I need to see to validate this right whether whatever the competencies I identified. These are the competencies identified either through assessing the top performer or you know talking to a people who do a similar job or through bench marking data analyses you know that I have to identify now. Now I need to validate.

So, how I need to see employee people who are with this specific skill set this competency, on the job and I need to see how they perform performance in terms of output or outcome I see. So, through this indicator, the performance indicators ok.

It can be a key performance and this will be called KPI in an organization set up. So, through this KPI how much of my employees with these specific skills are which are identified as a competency are able to meet either meet or exceed the KPI.

Then, what I am saying? I am validating that yes, the competencies I identified is required for a person who is will be successful in a particular job role. So, that is how I will have to validate in case you identify this in the process of validating you find that you know despite the fact that my employees have these competencies.

But they are not able to meet or exceed the performance indicators. Then I need to review that yes who am I missing out some competencies or maybe I added competencies which are not very specific for the job role. This is why, it is very important that you know you have to conduct this competency assessment periodically and regularly, so that you will be able to identify is there a deficiency.

Now when you identified they are not able to meet or exceed the KPI which we are referring to key performance indicators. Then the training comes to the rescue right the training will help you to build those competences yes, for this specific set of employees plus x y z to be added part of the competencies.

How do I build this x y z through training ok? Now the competency assessment also helping me to identify my training need which is becoming a resource for me to build my training modules are coming with me training objectives ok.

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So, what is the useful of this competency model? The competency model is of course, used in a several ways because they identify the behaviours needed for an effective job performance, they provide tool for determining what are the skills are necessary to meet the present require need or the future scheme needs. And it helps to determine what skills are needed at a different carrier point somebody is progressing in one level to the next level, you know what are these skills required in various levels.

And it also create a road map for identifying and developing employees. It will tell you have to develop your employees on this these skills that is how these competency models are helping in an organization for a training and development ok.
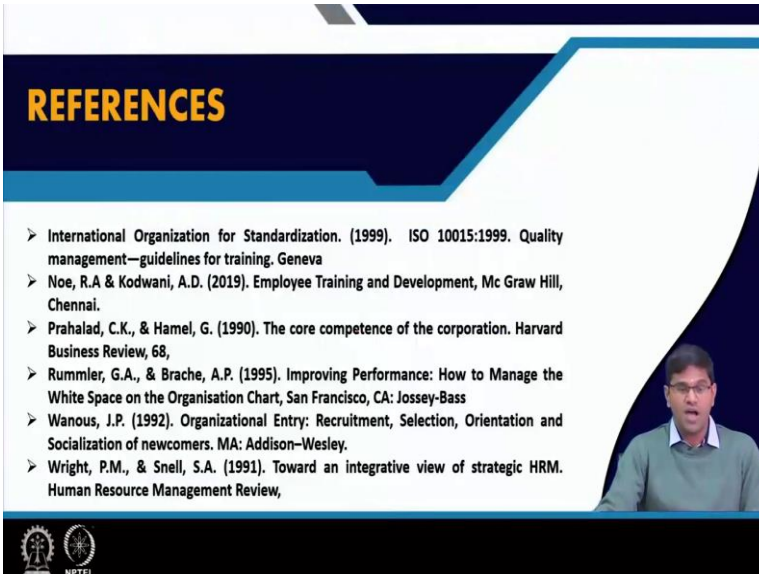
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And it also helps to provide a framework for ongoing coaching and feedback to develop employees to present and future roles. Because it also tells me it tells an organization that yes these are the specific set of competencies, which are required to perform a specific job role. So, and you provide regular feedback or a coaching.

So, that you are going to develop employees who can meet the current requirement and also the future roles in an organization setup. They also provide the competency model provide a set of criteria that are used to identify appropriate development training activities for employees.

So, this as I said yes competency model as I was explaining the previous slide yes, it is helping you to identify, was there adequacy in competency to perform a rule or is there inadequacy in a competency or probably eliminating some competency which are not required; which are not required for a specific role. This way it is helping you to identify you know an appropriate training and development activities for my employees ok.

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So, this lecture these are the references.

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And this lecture we have understood what are the competencies, which are required for a specific job role? How do you conduct the competency assessment? How do you build the competency model? Because we understood that yes competency model is one of the effective ways of coming up and you know helping an organization to identify; what are the specific KSA which we referring to knowledge skill abilities of my employees.

So, that they are performing really well in the specific job role. So, this also helps to identify specific set of training needs. So, that it will add to the growth of the organization.

So, with this we are completing this module we will be meeting you in the next module on a program design. Now having identified the training need, how to conduct the training need assessment. Now we will be moving to the next model which will be talking about program design how do you design the training.

Thank you.