

# A PRESENTATION ON COMPETENCY DEVELOPMENT PROCESS & COMPETENCY MANAGEMENT SYSTEM

A Presentation by



UniTol Training Solutions

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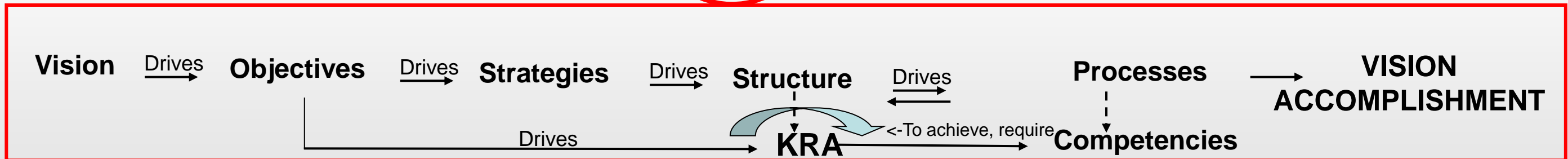
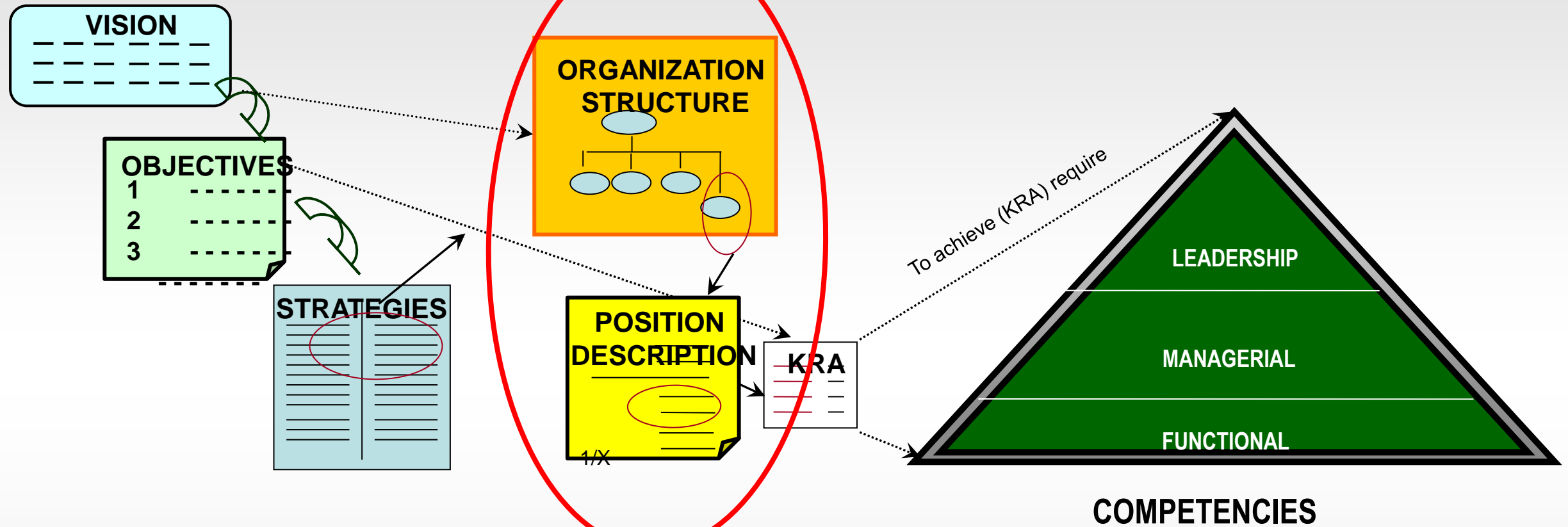
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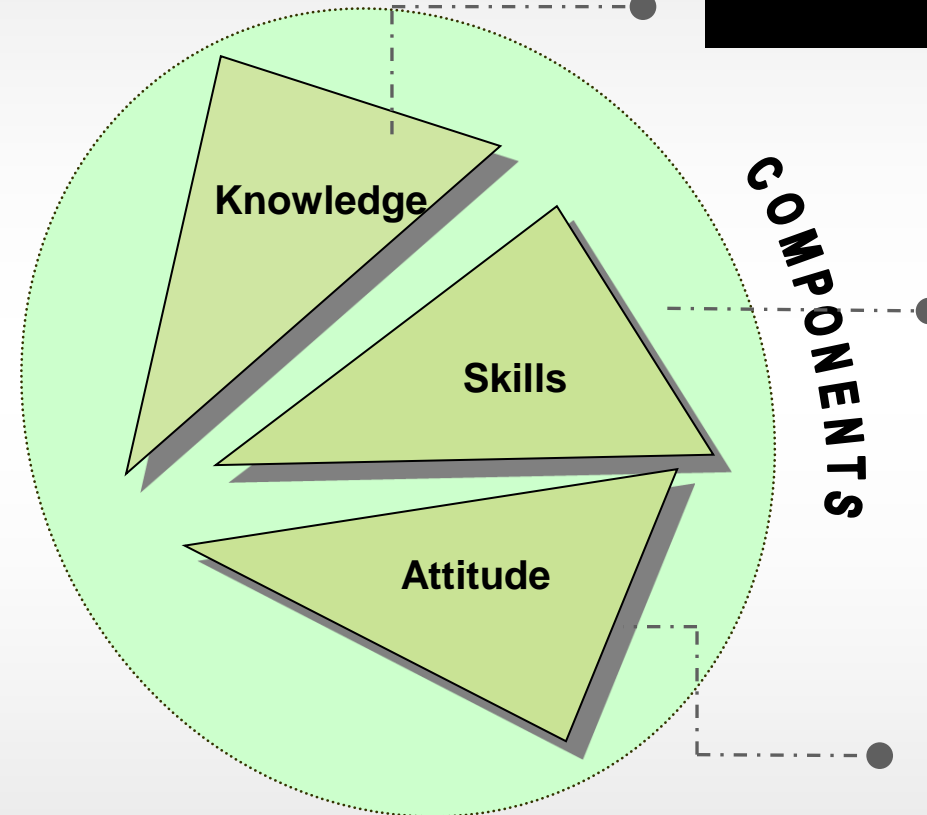
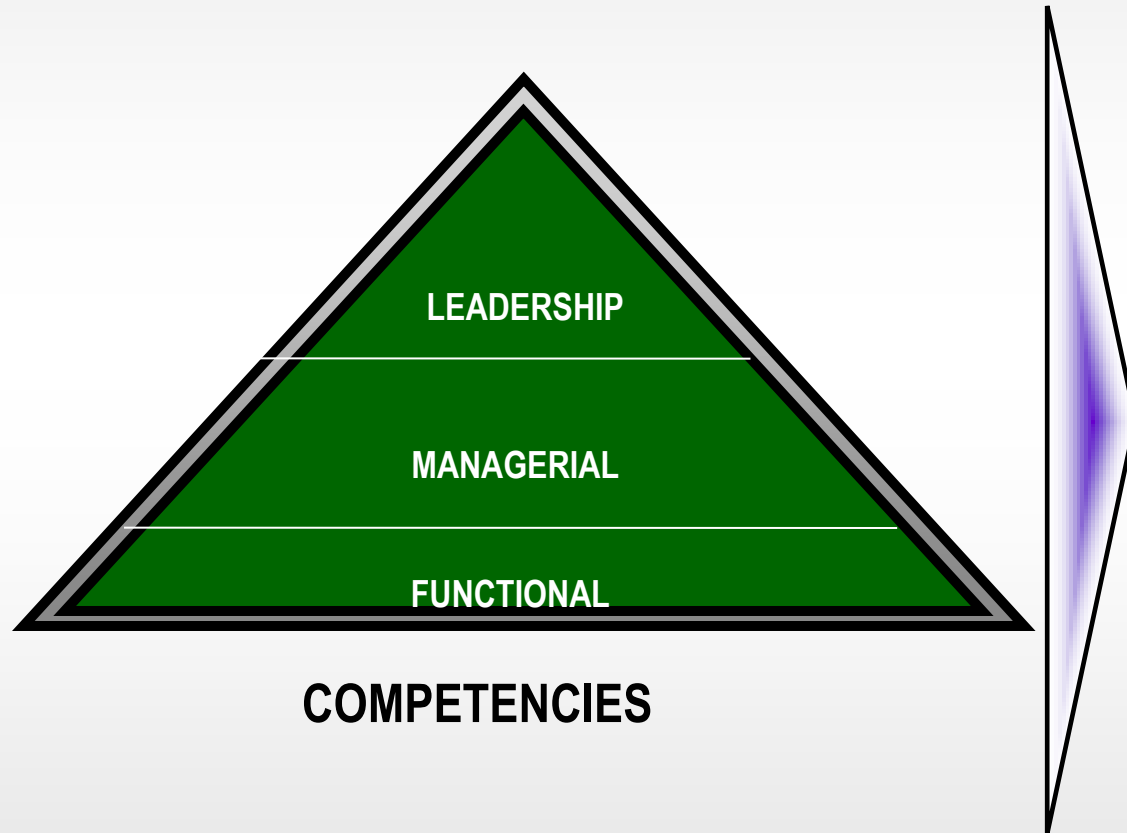


# Introduction to Competencies



# Introduction to Competencies

## Competency Defining & Framework



In the context of competency definition it refers to the facts, procedures, and information required to perform a role

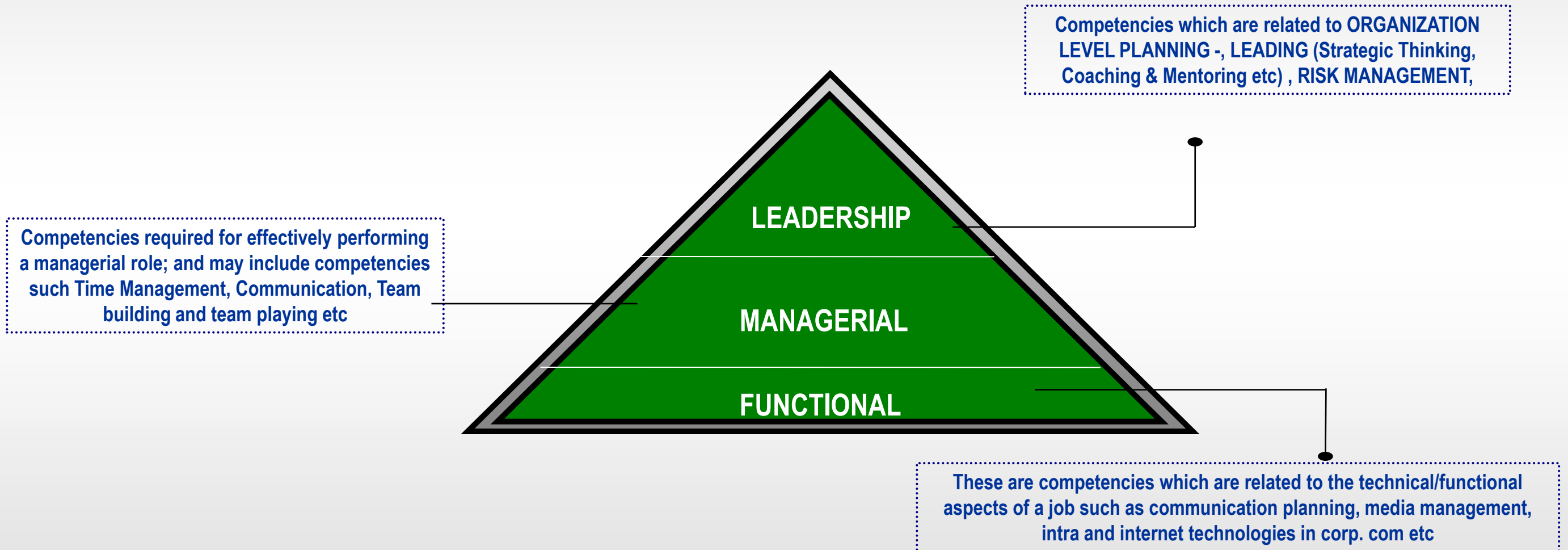
Skill is defined as the practiced ability, or is the demonstrated ability of carrying out a particular role

Attitude is defined as a combination of traits and behavior: and is representative of the general disposition of the individual to the process of learning and application of knowledge

# Introduction to Competencies

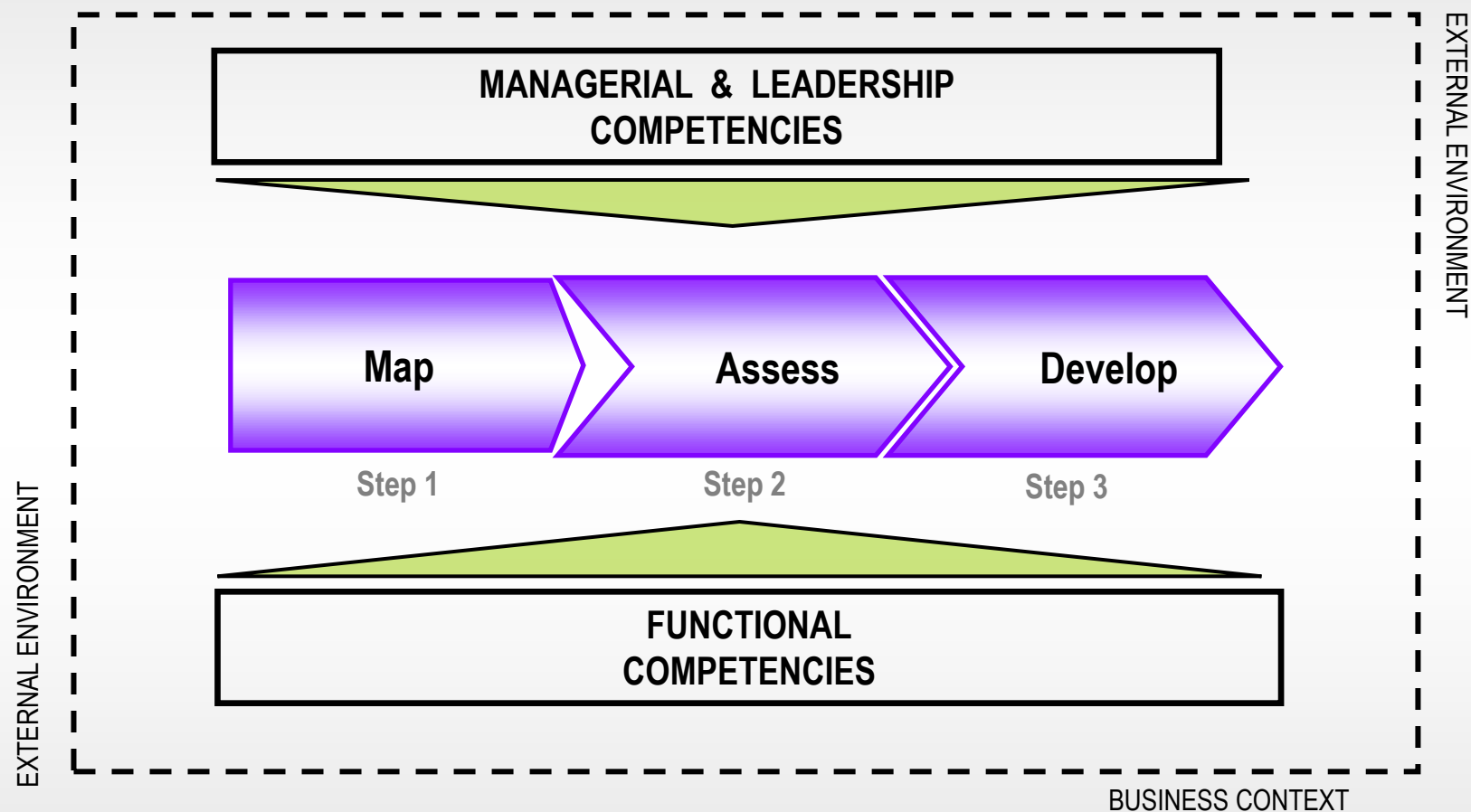
## Competency Defining & Framework

Competencies can be classified into three categories



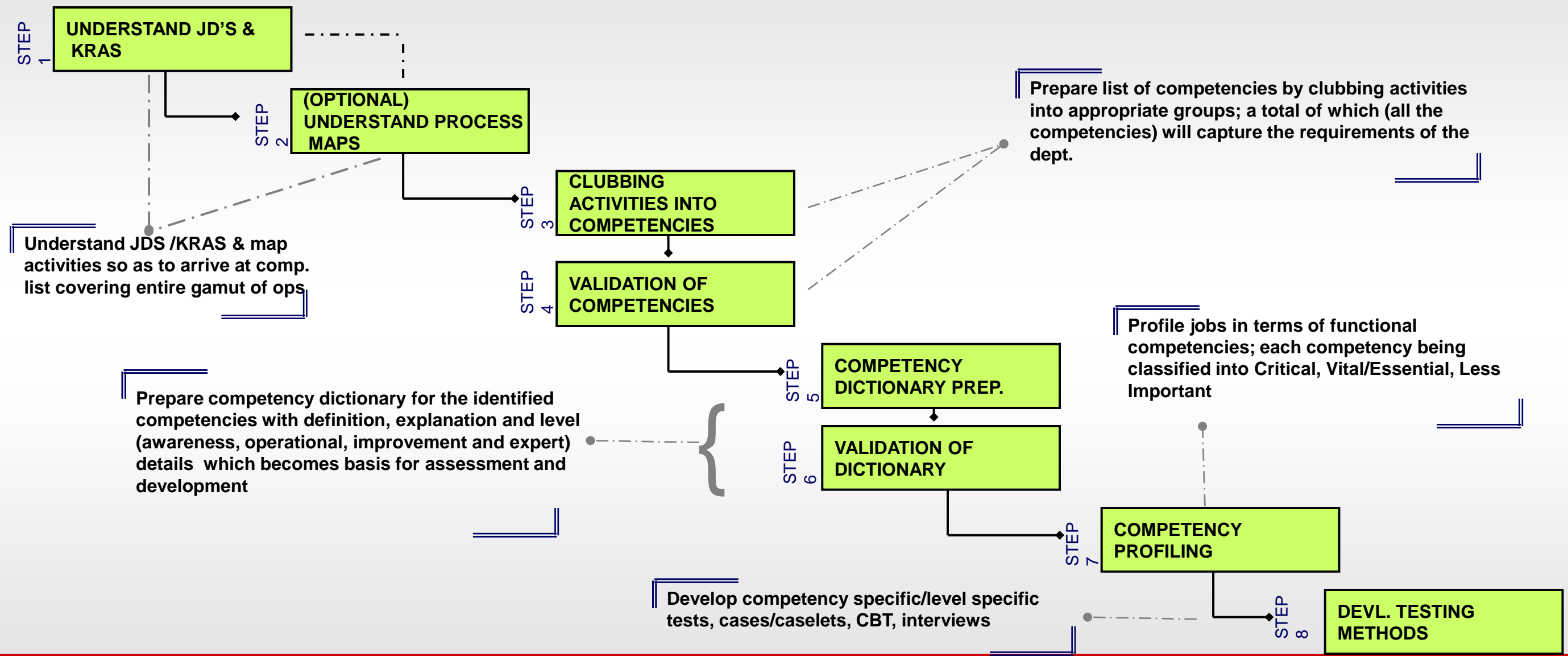
# Methodology

The process for Competency Mapping and Development consists of the following



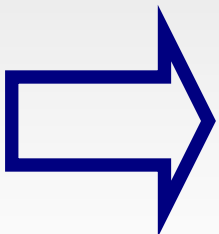
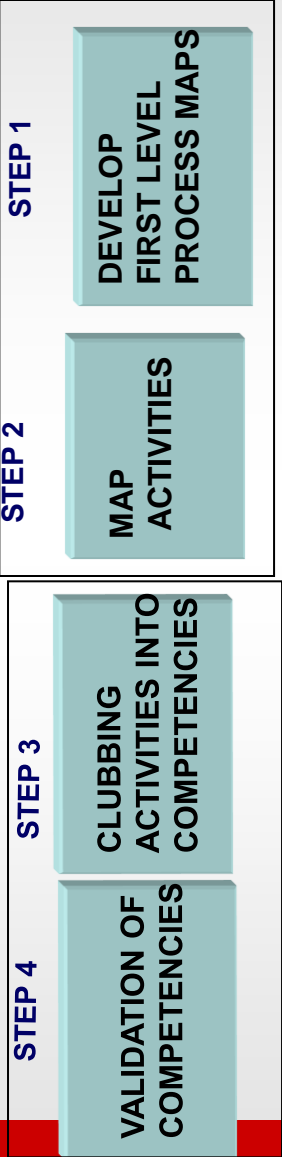
Competencies are built always in the context of the external business environment and competitive landscape

# Methodology

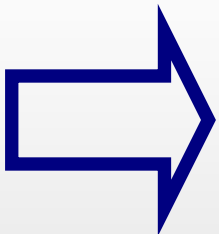


# Methodology

## Details of the Various Steps



Understand the Job Descriptions, and the associated KRAs for each of the positions. Based on this identify the enabling competencies which will help achieve the KRAs. If required, also study the process maps to factor in other O&M related information for competency identification.



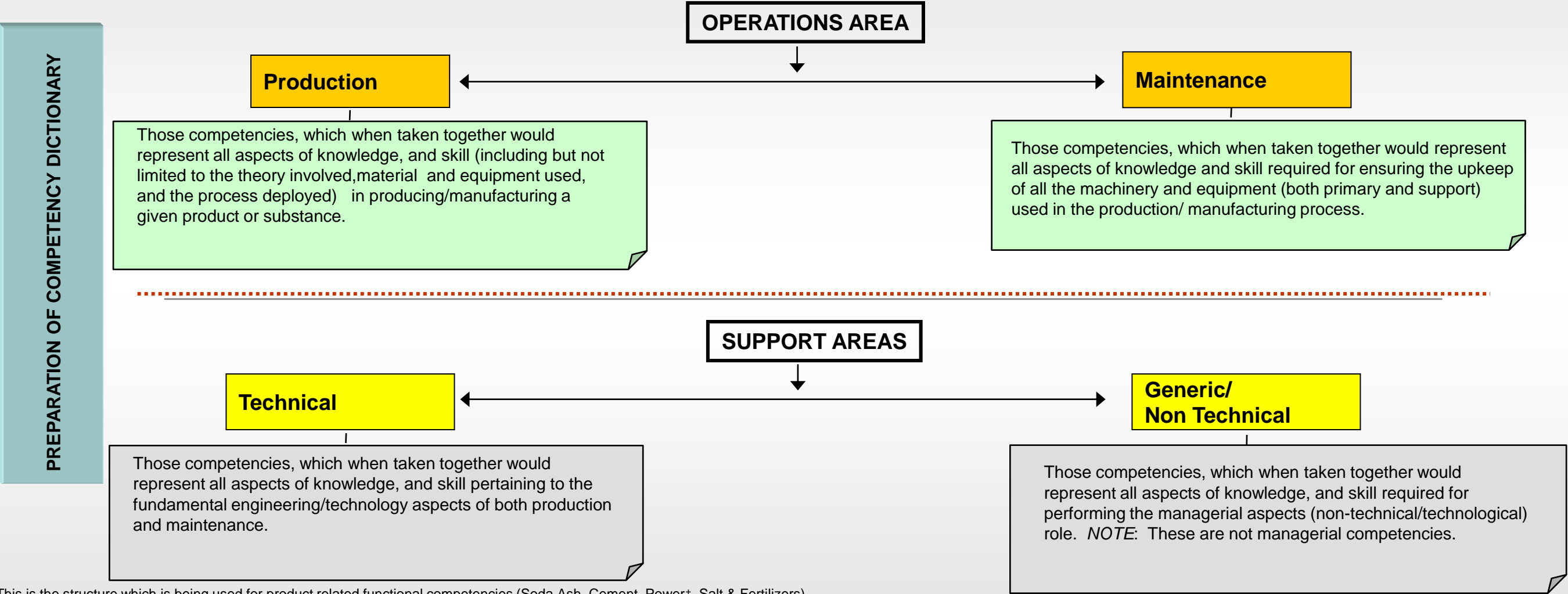
Identify the competencies in the processes, by clubbing activities/outcomes into appropriate homogenous groups and validate the list of competencies so arrived at, by the senior personnel in the area of work.



# Methodology

## Structure of the Dictionary \*

### Details of the Various Steps



\*This is the structure which is being used for product related functional competencies (Soda Ash, Cement, Power\*, Salt & Fertilizers)

# Methodology

## Details of the Various Steps



# Methodology

## Details of the Various Steps

STEP 5

PREPARATION OF COMPETENCY DICTIONARY

### Competency Dictionary

LIME BURNING/KILN OPERATIONS

Definition

XXXXXXXXXX

Explanation of Competency

YYYYYYYYYYYYYYYYYY

Stages of Competency

Awareness	aaaaaaa.....
Operational	bbbbbbbbb.....
Developed	ccccccc.....
Expert	dddddd.....

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Definition of the competency in terms of the key skills, knowledge and other attributes. Establish through a definition, a common understanding of the competency

Key demonstratable elements of the competency, which would capture the essence or meaning of the competency

- Awareness:** In this stage the incumbent has broad understanding of the area of work or equipment, and can perform or operate under supervision.
- Operational:** In this stage, the person can work independently or operate the equipment without supervision. But doesnot have the capability to either supervise others or develop/improve on the process or technology.
- Developed:** Can lead others in a given area of work or teach others in a given technology/equipment. Has a detailed/indepth understnding so as to bring about improvements/developments.
- Expert:** In this stage, the incumbent is looked up to not only in the organization, but also in the industry for guidance, trends in technology, etc.

## Details of the Various Steps

Why a Dictionary ? The Underlying Rationale for developing a Competency Dictionary

- ☑ **First** and foremost a Dictionary establishes a commonality of understanding of the elements (in terms of knowledge and skill) which constitutes a competency
- ☑ **Second**, the Competency Dictionary, has distinctive stages clearly indicating the progressively increasing requirement, both knowledge and skill, in a given area, which in turn helps in the process of relating a position with the competency requirements
- ☑ **Third**, it helps the individual in identifying the *Stage* or Proficiency Level in a particular competency, and thereby the gap or strength that he/she may poses.
- ☑ **Fourth**, the dictionary is a base document for the process of drawing up the road-maps for bridging the gaps (training and development needs)
- ☑ **Finally**, the Competency Dictionary, helps in the knowledge management process

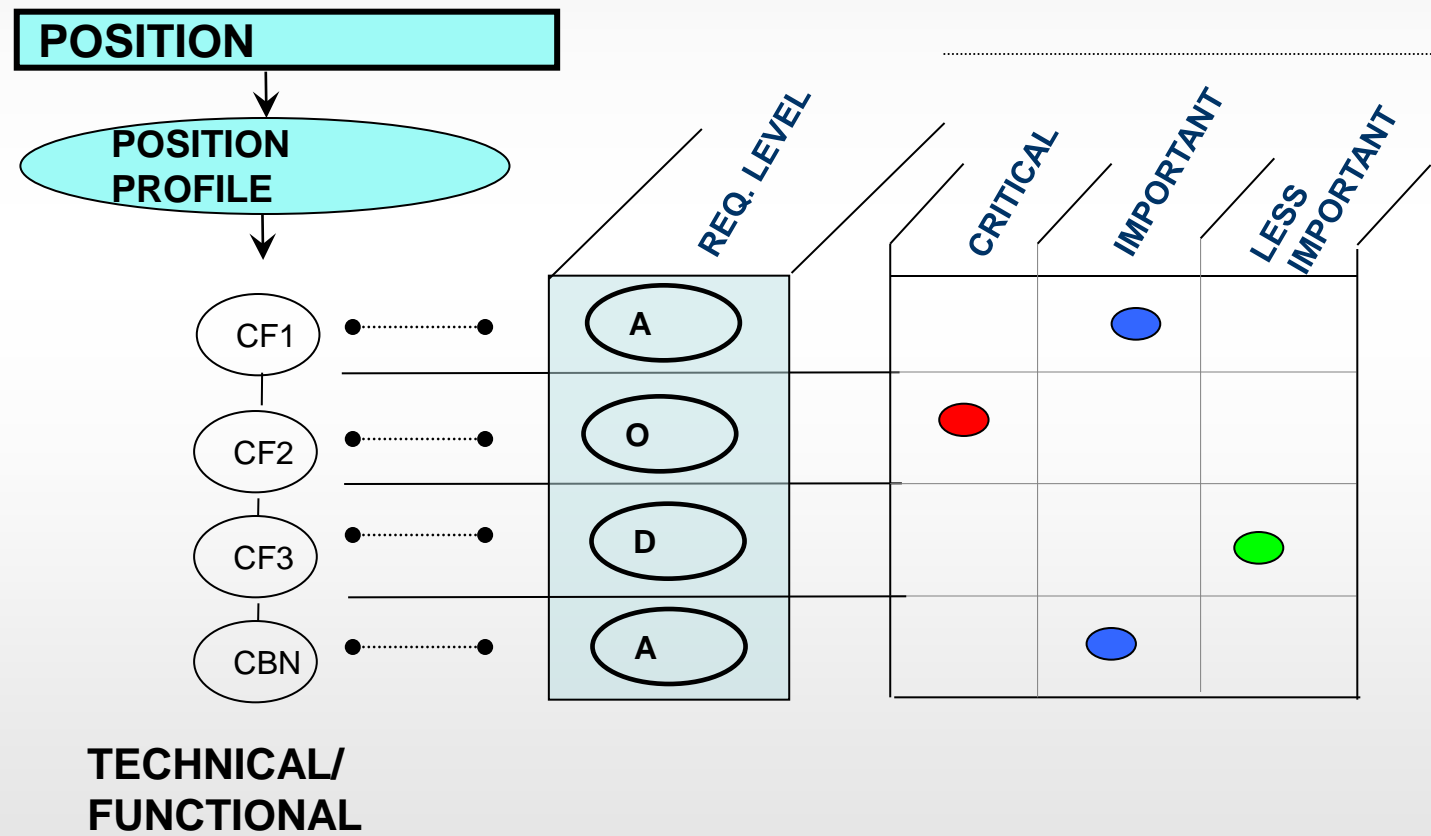
# Methodology

## Details of the Various Steps

STEP 6  
VALIDATION  
OF  
DICTIONARY

- Have all the activities listed been captured in the dictionary?
- Have the activities been put under *right stages* of the competency listing?
- What are those activities which may have to be included keeping the changes taking place in the job/technology?

STEP 7  
COMPETENCY PROFILING



**With reference to the Job/Role is the Competency**

**Critical:** Are those competencies which are vital for successfully performing the job/role, absence of which (competencies) directly impacts the results. These are competencies in which a gap, if present, has to be bridged on (top) priority

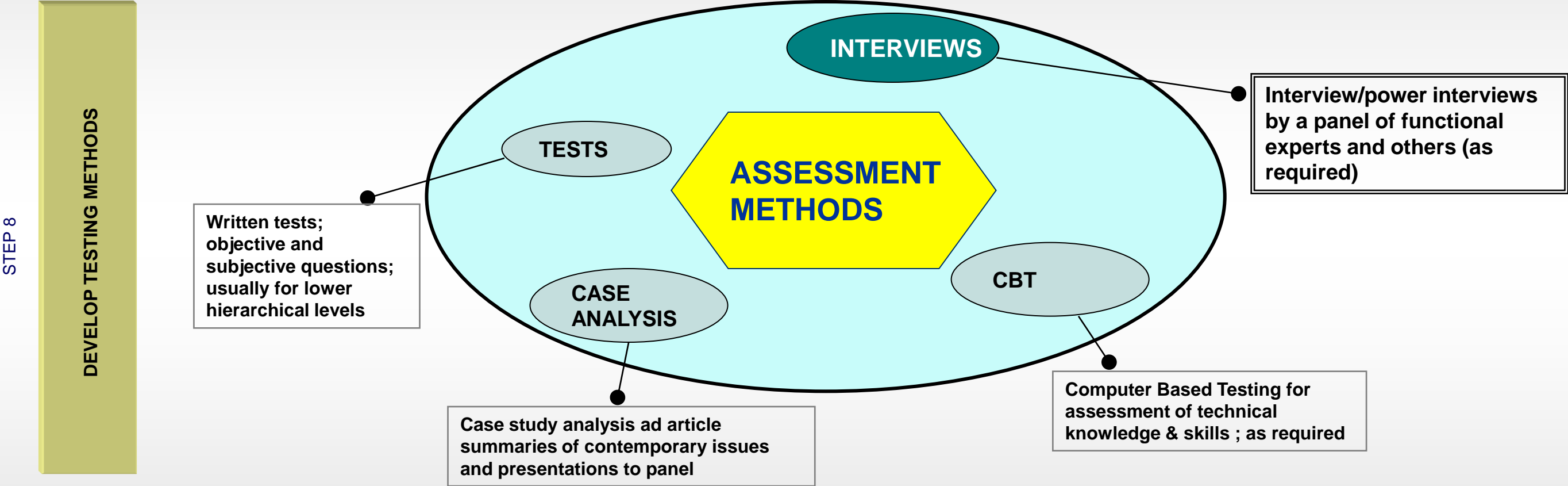
**Important :** These are those competencies which are necessary for carrying out the job; but may not directly impact immediate performance. Gaps should be bridged.

**Less Important:** These are those competencies which may not directly impact the performance of the job, but the knowledge of which could be beneficial – it can be viewed as a *Add on Competency*. Gaps can be bridged based on the organizational need

A: AWARENESS; O: OPERATIONAL; D: DEVELOPED; E: EXPERT

# Methodology

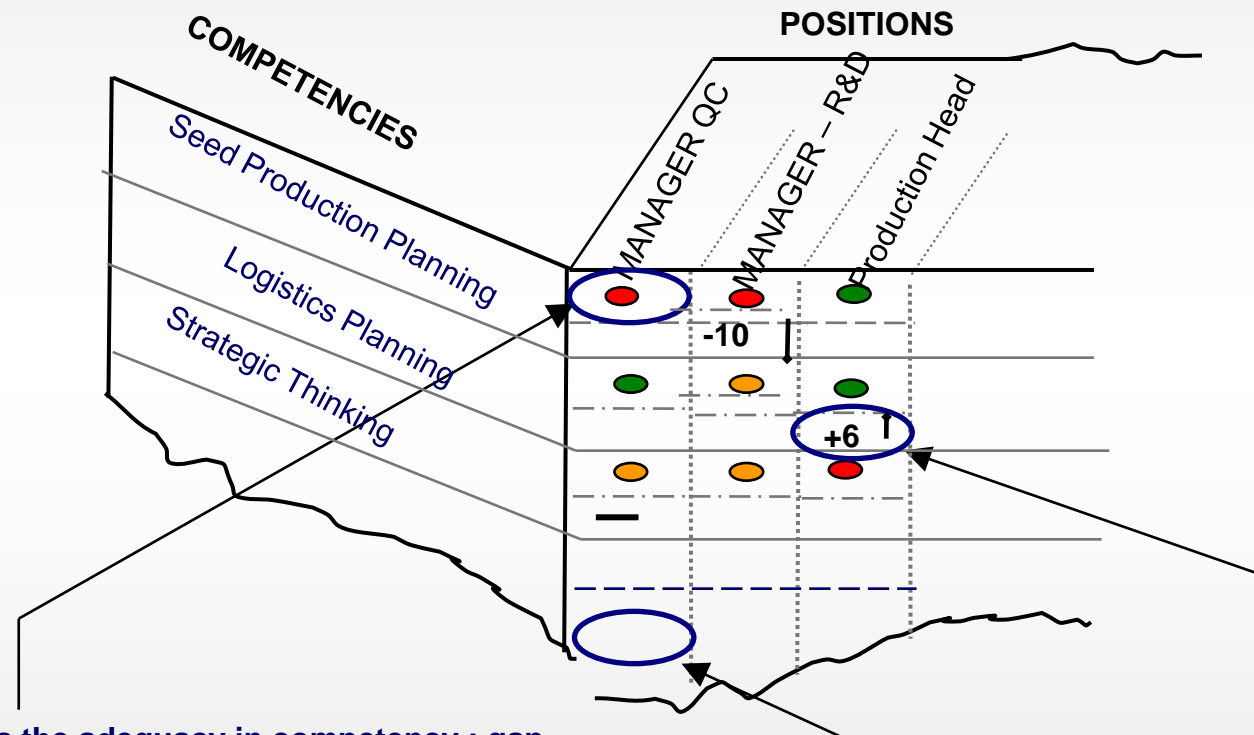
## Details of the Various Steps



# Methodology

## Vectorize

Quantifying the assessment – for the purpose of determining the intervention requirements; both in terms of urgency as well as scope



### Vectorizing

- Vectorizing is a process of determining/assigning a numeric value to the gap/strength and arriving at a *direction*
- Step1 : Identify the gap level in a competency – for instance req. level is *developed*, assessed level is *awareness*, implies gap is “2”
  - Step 2. Identify the level of criticality to the competency (assign numeric values to it); Critical = 5, Important =3
  - Step 3. Multiply the gap level with the criticality dimension
  - Step 4. Vectorize the mag. Of strength/gap (step 3), by a proportionate arrow either in the upward direction (strength) or downward (gap)

Arrive at a total (of the Vector sums) for each of the positions.

# Competency Management System

Our robust Cloud Based It Platform helps you manage the entire “**9 Yards**” of the Competency Management process and its various connects with the HR value chain.





# Competency Management System

In order to ensure that the complete benefits of the Competency based management accrue to the organizations, it is necessary that the framework should be used across various processes. Considering that the Green Field nature of the project, the two immediate areas where the CBM can be used are (which can later be expanded to other elements of the HR value chain)



## **Recruitment & Selection**

Ensure that a Competency based recruitment process can be followed. This will ensure (a) advertisement indicating appropriate functional requirements, (b) competency profile based interviewing, and (c) standard input information (questions, scenarios etc) for the panel



## **Learning & Development**

Create a Competency based Learning & Development process. This will help in (a) Training Needs Identification, (b) Drawing up training – ILT/EL/ML , and (c) action learning

This system can subsequently be extended to other elements of the HR value chain.

# Competency Management System

In order to ensure that the org. is able to leverage fully on a Competency Based management, as a part of this intervention, an IT tool will be enabled which will help facilitate all aspects of a competency roll out including



View Edit and Mange Job Descriptions and the Associated Competencies for each of the positions



Upload, update, manage Competency Dictionary for Managerial, Behavioural and Functional Competencies



Provision for various assessment methods



Detailed Individual report showing performance on assessment both in terms of the present and past



Analytics and dashboards for effective decision making (including comparison of scores, areas for development interventions, THiPots, year on year improvements, best fitment\*, focused intervention requirements, etc

# Typical Approach

**Enabling a CBM\* & Assessment**

Enable the IT system and assist in the process of assessment

**Job Profiling**

Profile all the unique roles in terms of the identified competencies

**Secondary Support Process** (HR, Fin, IT, Mat)

Define secondary support competencies which are necessary for ensuring that the service dept are mapped appropriately

**Core Support Process**  
(Maintenance- Mech, Elect, Instru; QA, SHE, Lab/R&D)

Define the core support function which help in managing the core operations effectively

**Core Operations** (Eg: FOR CEMENT INDUSTRY Coal Grinding, Kiln Operations, Milling, Cement Grinding & Packaging)

Define the Core functional competencies which taken in totality will encompass the key value add of the org.

**Competency Identification**

Identify appropriate behavioural and functional competencies

**Job Design**

Depending on the need of the client we will help in Job Design process – creating and/or refining the JDs

# UniTol\* Training Solutions – About Us



UniTol Training Solutions Pvt. Ltd.

UniTol Training Solutions provides *products, tools and platforms*, to both the Demand and Supply side of Corporate Training



*Be the preferred solutions partner for L&D needs of organizations, by providing curated supply side information*

\* UNITOL = UNIque + TOLal



# Thank You....

For



**Requirement**

**Sales**

**UniTol Training Solutions Pvt. Ltd**

Plot #2 & 8, Simhapuri Colony

West Maredpally

Secunderabad, 500 026

**INDIA**

P: +91 40 40265661 M: +91 8008571122

Email:sales@SimplifyMyTraining.com

[www.UniTol.in](http://www.UniTol.in)