

Knowledge, Skills & Competence

Key Points

Let's Get Started

Importance of knowledge management



Provide a brief overview of the session. Discuss the importance of knowledge, skills and development an individual's career standpoint.

Open up the discussion for the session and ask participants to share their thoughts on “why do you think skill development is important”?

Understanding knowledge, skills and competence

Knowledge – Mastery of facts, range of information in subject matter area.

Skills – Proficiency, expertise, or competence in given area; e.g., science, art, crafts

Competence– Demonstrated performance to use knowledge and skills when needed

➤ **Some important definitions:**



- **Interpersonal Skill:** Is aware of, responds to, and considers the needs, feelings, and capabilities of others. Deals with conflicts, confrontations, disagreements in a positive manner, which minimizes personal impact, to include controlling one's feelings and reactions. Deals effectively with others in both favorable and unfavorable situations regardless of status of position. Accepts interpersonal and cultural diversity.
- **Team Skill:** Establishes effective working relationships among team members. Participates in solving problems and making decisions.
- **Communications:** Presents and expresses ideas and information clearly and concisely in a manner appropriate to the audience, whether oral or written. Actively listens to what others are saying to achieve understanding. Shares information with others and facilitates the open exchange of ideas and information. Is open, honest, and straightforward with others.
- **Planning and Organizing:** Establishes courses of action for self to accomplish specific goals [e.g., establishes action plans]. Identifies need, arranges for, and obtains resources needed to accomplish own goals and objectives. Develops and uses tracking systems for monitoring own work progress. Effectively uses

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resources such as time and information.

- **Organizational Knowledge and Competence:** Acquires accurate information concerning the agency components, the mission[s] of each relevant organizational unit, and the principal programs in the agency. Interprets and utilizes information about the formal and informal organization, including the organizational structure, functioning, and relationships among units. Correctly identifies and draws upon source[s] of information for support.
- **Problem Solving and Analytical Ability:** Identifies existing and potential problems/issues. Obtains relevant information about the problem/issue, including recognizing whether or not more information is needed. Objectively evaluates relevant information about the problem/issue. Identifies the specific cause of the problem/issue. Develops recommendations, develops and evaluates alternative course of action, selects courses of action, and follows up.
- **Judgment:** Makes well-reasoned and timely decisions based on careful, objective review and informed analysis of available considerations and factors. Supports decisions or recommendations with accurate information or reasoning.
- **Direction and Motivation:** Sets a good example of how to do the job; demonstrates personal integrity, responsibility, and accountability. Provides advice and assistance to help others accomplish their work. Directs/motivates self.
- **Decisiveness:** Identifies when immediate action is needed, is willing to make decisions, render judgments, and take action. Accepts responsibility for the decision, including sustaining effort in spite of obstacles.
- **Self-Development:** Accurately evaluates own performance and identifies skills and abilities as targets of training and development activities related to current and future job requirements. Analyzes present career status. Sets goals [short and/or long term]. Identifies available resources and methods for self-improvement. Sets realistic time frames for goals and follows up.
- **Flexibility:** Modifies own behavior and work activities in response to new information, changing conditions, or unexpected obstacles. Views issues/problems from different perspectives. Considers a wide range of alternatives, including innovative or creative approaches. Strives to take actions that are acceptable to others having differing views.
- **Leadership:** Ability to make right decisions based on perceptive and analytical processes. Practices good judgment in gray areas. Acts decisively.

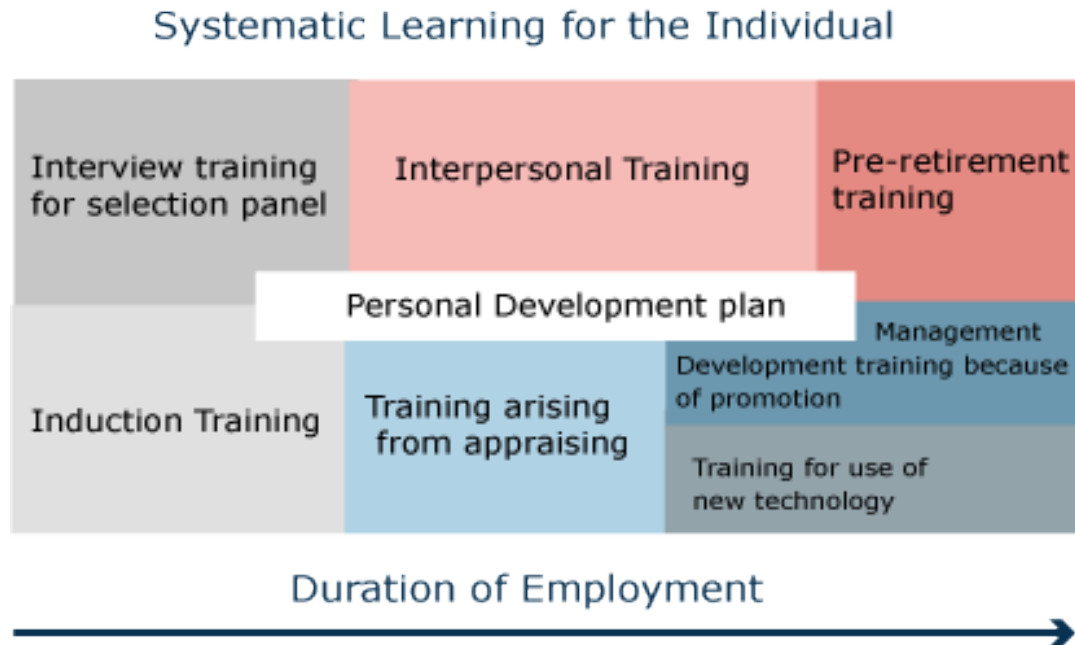
Key Points

Fig : Systematic Learning for the Individual

Importance of Knowledge, Skills & Competence (KSC)

The primary purpose of KSC is to measure those qualities that will set one candidate apart from the others. KSC identify the better candidates from a group of persons basically qualified for a position. How well an applicant can show that he or she matches the position's defined KSAs determines whether that person will be seriously considered for the job.

Importance of developing skills:

More and more, job roles are requiring formal training qualifications either because of legislative requirements or to meet the requirements of specific employers.

Key Points

Developing your skills through further training provides significant benefits including:

Increased career development opportunities:

Developing a career in a chosen field is something many of us aspire to. Experience alone, in many cases does not suffice when employers are seeking to promote their staff. By undertaking further training, the opportunity to develop your career is enhanced.

Personal growth:

Training not only provides you with the skills in a particular area. By undertaking further training you build your networking, time management, communication and negotiation skills.

Increase your knowledge and understanding of the industry:

Trainings to know more about the industry & its development keeps the resource abreast with current industry trends & a better perspective to approach industry problems



Activity Description:

Make groups of 3-5 people and ask them to discuss and come up with ideas on how they would like to plan out their careers after they join an organization. The candidates will be required to create a career map showing where they stand in the organization and their individual career paths at 5 year intervals.

Check your Understanding



1. True or False? Personal skill development is equally important for an individual's career as is performing well in the organization
- c. True
- d. False

Key Points**Suggested Responses:**

True, skills development is one of the most important things any fresh joiner in an organization needs to think about. Skills development helps out the individual in the long run.



2. True or False? After formal education is completed, one can lay free and doesn't need to engage in any additional self-training.

- a. True
- b. False

Suggested Responses:

False, one should never stop moving ahead in life; and one can move ahead in life only by continuous self improvement.

**Summary**

- **Knowledge** – Mastery of facts, range of information in subject matter area.
- **Skills** – Proficiency, expertise, or competence in given area; e.g., science, art, crafts
- **Competence**– Demonstrated performance to use knowledge and skills when needed
- More and more, job roles are requiring formal training qualifications either because of legislative requirements or to meet the requirements of specific employers.
- Training not only provides you with the skills in a particular area. By undertaking further training you build your networking, time management, and communication and negotiation skills.
- Trainings to know more about the industry & its development keeps the resource abreast with current industry trends & a better perspective to approach industry problems

Key Points**Training and Development****Key Points****Identifying Training Needs**

Different methods are used by the organization to review skills and knowledge including:

- training need analysis
- skills need analysis
- performance appraisals

Training Need Analysis

- Training needs analysis is the first stage in training process and involves a procedure to determine whether training will indeed address the problem, which has been identified. Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”. Training analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified.
- Analysing what the training needs are is a vital prerequisite for an effective training programme or event. Simply throwing training at individuals may miss priority needs, or even cover areas that are not essential. TNA enables organisations to channel resources into the areas where they will contribute the most to employee development, enhancing morale and organizational performance. TNA is a natural function of appraisal systems and is key requirement for the award of Investors in People
- Training needs analysis involves:
 - monitoring current performance using techniques such as observation, interviews and questionnaires
 - anticipating future shortfalls or problems
 - identifying the type and level of training required and analysing how this can best be provided.

Key Points**Work / Task Analysis****Conducting a Work / Task Analysis**

- Interview subject matter experts (SME's) and high performing employees. Interview the supervisors and managers in charge. Review job descriptions and occupational information. Develop an understanding of what employees need to know in order to perform their jobs. Important questions to ask when conducting a Task Analysis:
 - What tasks are performed?
 - How frequently are they performed?
 - How important is each task?
 - What knowledge is needed to perform the task?
 - How difficult is each task?
 - What kinds of training are available?
- Observe the employee performing the job. Document the tasks being performed. When documenting the tasks, make sure each task starts with an action verb. How does this task analysis compare to existing job descriptions? Did the task analysis miss any important parts of the job description? Were there tasks performed that were omitted from the job description?
- Organize the identified tasks. Develop a sequence of tasks. Or list the tasks by importance.
- Are there differences between high and low performing employees on specific work tasks? Are there differences between Experts and Novices? Would providing training on those tasks improve employee job performance?
- Most employees are required to make decisions based on information. How is information gathered by the employee? What does the employee do with the information? Can this process be trained? Or, can training improve this process?

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Performance Analysis

- **Performance Analysis** is used to identify which employees need the training. Review performance appraisals. Interview managers and supervisors. Look for performance measures such as benchmarks and goals.
- Sources of performance data:
 - Performance Appraisals
 - Quotas met (un-met)
 - Performance Measures
 - Turnover
 - Shrinkage
 - Leakage
 - Spoilage
 - Losses
 - Accidents
 - Safety Incidents
 - Grievances
 - Absenteeism
 - Units per Day
 - Units per Week
 - Returns
 - Customer Complaints

Check your Understanding!



Are there differences between high and low performing employees on specific competencies? Would providing training on those competencies improve employee job performance?

Facilitator Notes: Yes, there can be significant differences between high and low performing employees on competencies, and that is why it is even more important to understand training needs more carefully!

Evaluation/Review of Trainings

Key Points

Evaluation of the impact of learning interventions may be carried out at a number of levels and involve a variety of factors:

Reaction: What did the participants think about the learning interventions? What did the providers think about the training interventions? What were their thoughts about the venue facilities?

Learning: What were the main areas which were remembered by the whole group of participants? What were the main areas which were forgotten by the whole group of participants?

Transfer: Which elements of the learning have been applied in the workplace? Which elements of the learning have not been applied in the workplace? Why do the participants apply some of the elements of the learning programme and not others?

Results: What were results of the changed work behavior? What effect did this have on productivity?

Return on Investment: What was the return on investment (ROI) of the training? How does the cost of training compare to the financial return on increased (decreased) productivity?

Key Points

Sl no	Questions	Agree	Neutral	Disagree
1	The objectives of the training were clearly defined			
2	Participation and interaction were encouraged			
3	The topics covered were relevant to me			
4	The content was organized and easy to follow			
5	The materials distributed were helpful			
6	This training experience will be useful in my work			
7	The trainer was knowledgeable about the training topics			
8	The trainer was well prepared			
9	The training objectives were met			
10	The time allotted for the training was sufficient.			
11	The meeting room and facilities were adequate and comfortable.			

Fig : Sample training feedback form

Donald L Kirkpatrick, Professor Emeritus, University Of Wisconsin (where he achieved his BBA, MBA and PhD), first published his ideas in 1959, in a series of articles in the Journal of American Society of Training Directors. The articles were subsequently included in Kirkpatrick's book Evaluating Training Programs (originally published in 1994; now in its 3rd edition - Berrett- Koehler Publishers)

Kirkpatrick's four levels of evaluation model

The four levels of Kirkpatrick's evaluation model essentially measure:

- reaction of student - what they thought and felt about the training
- learning - the resulting increase in knowledge or capability
- behaviour - extent of behaviour and capability improvement and implementation/application
- results - the effects on the business or environment resulting from the trainee's performance

Feedback

Feedback is an essential mean to understand and identify the right trainings & knowledge needed for the required job function.

What is a 360-degree feedback survey?

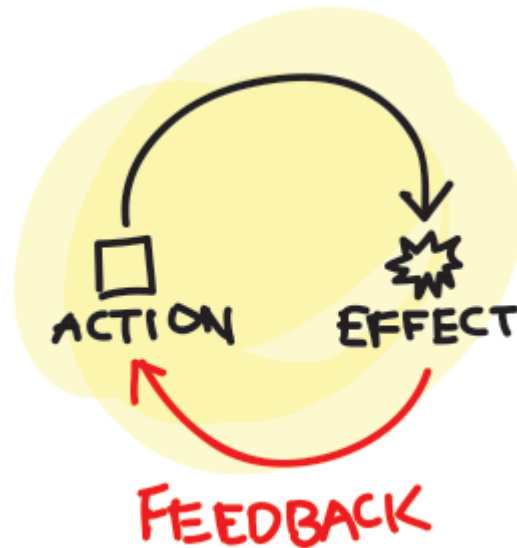
Key Points

One of the best feedback tools for professionals is 360-degree feedback it's also known as multi source feedback that comes from members of an employee's immediate work group. Most often, 360-degree feedback will include direct feedback from an employee's subordinates, supervisors and colleagues, as well as self-evaluation. In some cases it may also comprise feedback from external sources, such as customers, suppliers and other interested stakeholders which reveals how others perceive you.

It's used for planning and mapping specific paths in their development. In few organizations results are used in making administrative decisions related to pay and promotions. Usually it is best used for development "than evaluation".

How to go about 360-Degree Feedback survey?

To start the process 10-12 raters are to be pulled, out of which at least 6-8 (other than self) ratings must be obtained. Raters should offer confidential and anonymous feedback about the individuals. The accumulated report helps individuals to reflect and start working on their developmental aspects. Honest and realistic feedback will be much more valuable to the participants in their self-development. Each individual who receives feedback will then be encouraged to work on the development areas. It's advisable to re-run the survey after 9 months to know the progress and to know the extent of improvement.



The feedback includes parameters such as: job performance, behaviour at workplace, managerial effectiveness and skills like delegation, communication and team play. It also includes higher aspects like ethics, fairness, etiquette values, like professional courtesies. These are only an indicative list and we can customize the parameters for each organization.

Activity Description:

Create a feedback form for a soft skills training. Identify what fields you will include and include a grading mechanism for the trainer on each parameter.

Key Points**Summary**

- Different methods are used by the organizations to review skills and knowledge including:
 - training need analysis
 - skills need analysis
 - performance appraisals
- Training needs analysis is the first stage in training process and involves a procedure to determine whether training will indeed address the problem, which has been identified
- Performance Analysis is used to identify which employees need the training.
- Evaluation of the impact of learning interventions may be carried out at a number of levels and involve a variety of factors.

Learning and Development policies and record keeping

Key Points

Sample L&D Policy for Genpact

GENPACT

GENERATING IMPACTSM

Genpact is completely committed towards continuous talent development, and our Learning and development framework is a key differentiator for us when it comes to employee retention. We have made significant investments in developing in-house capabilities in many training areas, both technical and non-technical, and have also partnered with several leading training providers, in order to ensure best-in-class training for our employees.

Our Learning & Development function delivers more than 6 million hours of training annually. The testimony to our commitment lies in a series of industry recognition that we have won over the years, such as recognition from American Society for Training & Development (ASTD) and multiple Brandon Hall Excellence in learning awards.

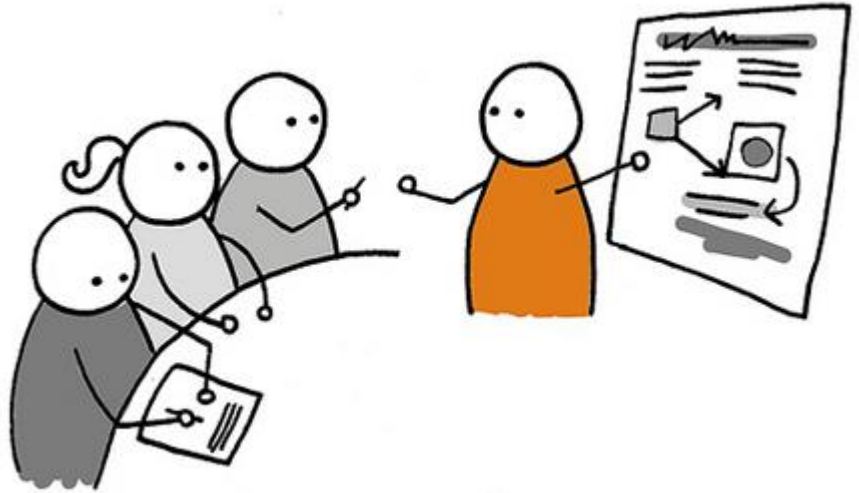
Training needs identification for each individual is done at the time of joining the organization / new process/ new role and during subsequent performance appraisals. Trainings provided cover all aspects of professional and personal development – business / process understanding, technical capabilities, domain knowledge, communication and interpersonal skills, and leadership potential development.

All new hires are required to attend a mandatory New Hire Orientation program, which familiarizes them with Genpact as an organization and its defining values, as well as various HR policies and processes.

This is followed by process and vertical specific new hire inductions to familiarize the new hire with the process and industry as well as provide overview of the work done in that space. In order to sensitize our employees with cultural nuances we also provide a certification program on cultural sensitivity, with modules for more than 130 countries in the world.

Key Points

For technical trainings, the focus is towards developing self-reliance and having internal experts to conduct trainings using case studies and practical examples as data points. This allows for imparting of technical trainings within our business context. In order to supplement the in-house trainer pool we also work extensively with reputed training providers to meet the training needs in a timely and effective manner.



Genpact also has a comprehensive leadership skills development curriculum, which focuses on each stage of an individual's professional growth, from the time the

person starts leading a team for the first time, to gradually assuming greater responsibilities, both in terms of span as well as scope of work.

These programs are a mix of online modules, such as a suite of 42 e-learnings from Harvard Business School (Harvard Manage Mentor®), and instructor-led classroom sessions.

We have a dedicated residential learning facility at Hyderabad where programs of longer duration are conducted centrally. For senior leadership programs, we have tied up with reputed providers of Executive Education such as Duke University, IIM Ahmedabad, Imparta and CapStone.



Check your Understanding!

What do you learn from the L&D policy for Genpact? Why do you think Genpact invests so heavily into resource upskilling and training

Facilitator Notes: This is because when a resource is hired, or is working in a specified process, there is always a continuous need to upskill the resource which would increase the productivity of the resource. Hence, organizations like to measure ROI on the resource trainings.

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- ✓ It will act as an excellent reference, both in the updating of your Curriculum Vitae and in recalling details of topics you have studied
- ✓ It will be a most useful aid in your career development, providing a means by which you can plan, record and review your relevant activities

Development record

NAME:		MEMBERSHIP NUMBER:	
COVERING THE PERIOD FROM:		TO:	

This record sheet is for your guidance only – you may present your development record in any other format.

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this? Any further action?

Figures : A sample development record (top) and a sample development plan template (bottom)

Development plan

NAME:		MEMBERSHIP NUMBER:	
COVERING THE PERIOD FROM:		TO:	

This record sheet is for your guidance only – you may present your development plan in any other format.

Planned outcome

Where do I want to be by the end of this period? What do I want to be doing? (This may be evolutionary or "more of the same".)

What do I want to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion

Key Points

Continuous Professional Development (CPD) - Refers to the process of tracking and documenting the skills, knowledge and experience that you gain both formally and informally as you work, beyond any initial training. It's a record of what you experience, learn and then apply. The term is generally used to mean a physical folder or portfolio documenting your development as a professional.

CPD can help you to reflect, review and document your learning and to develop and update your professional knowledge and skills. It is also very useful to:

- ✓ provides an overview of your professional development to date
- ✓ reminds you of your achievements and how far you've progressed
- ✓ directs your career and helps you keep your eye on your goals
- ✓ uncovers gaps in your skills and capabilities
- ✓ Opens up further development needs
- ✓ provides examples and scenarios for a CV or interview
- ✓ demonstrates your professional standing to clients and employers
- ✓ helps you with your career development or a possible career change



How can you assess this? Answer these questions:

Where am I now? - Review and reflect on any learning experiences over the previous year or over the past three months. Write your thoughts down about what you learned, what insights it gave you and what you might have done differently. Include both formal training events and informal learning

Where do I want to be? - Write down your overall job skill requirements – immediate & in next 1-year.

What do I have to do to get there? - Make a note of what you need to do to achieve them. This could include further training, job or role progression or changes in direction.

For shorter term objectives, include the first step - what you can do today or tomorrow. For example, having a chat with your manager about a new responsibility or finding out about new technology from a colleague who has experience of it.

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Activity Description:

Create a sample development plan for your career after your hypothetical first year of employment in a large organization. Make sure the development plan is a result of development record which you've been maintaining throughout your tenure in the organization. Do create a template of development record as well.

Summary

- Every organization has detailed goals on learning and development needs, similar to the learning and development goals of Genpact, we saw in the sample policy.
- As a professional, you have a responsibility to keep your skills and knowledge up to date.
- At least once a year, we recommend you review your learning over the previous 12 months, and set your development objectives for the coming year.
- It is strongly recommended that you maintain a personal portfolio. This will assist you in a number of key aspects related to your career.
- **Continuous Professional Development** refers to the process of tracking and documenting the skills, knowledge and experience that you gain both formally and informally as you work, beyond any initial training.