Developing Competency using HR Service Standards

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ABSTRACT: The main purpose of this study is to develop competencies and provide a framework to the top management that would help assessment of employees and enhance their performance to achieve better personal and organizational goals. The key areas to develop were identified based on the survey of HR Services. In this study the responses of the employees on HR services were recorded and areas of improvement were identified to develop competencies in different levels of employees. The areas taken into consideration for responses were mainly: PACT, L and D, Talent Acquisition, Employee Engagement, Employee Satisfaction, HR MIS, HR Operations. The competencies developed were mainly of three types: Technical, Operational and Behavioral. The paper also attempts to develop a competency model to enable employees to achieve a high level of performance in an efficient manner and it also records the employee’s acquisition of the skills, knowledge, safety and other procedures relating to each task. This research was conducted by a survey on employees of a global automobile manufacturing company.

Keywords: Competency, HR services, Performance Assessment, Training, Engagement, Talent acquisition

1. INTRODUCTION

Competency is used as a more general description of the requirements of human beings in organizations. In one’s own work, competence development can refer to updating, expanding, deepening or completely redirecting one’s competence. The significance and importance of competence development must be recognized and acknowledged throughout the organization, top management included. (Klarsfeld, 2000). Competency models can help organizations align their initiatives to their overall business strategy. Competencies provide organizations with a way to define in behavioral terms what it is that people need to do to produce the results that the organization desires, in a way that is in keep with its culture. Core competencies differentiate an organization from its competition and create a company’s competitive advantage in the marketplace. An organizational core competency is its strategic strength. Competencies provide organizations with a way to define in behavioral terms what it is that people need to do to produce the results that the organization desires, in a way that is in keep with its culture. (Collin, 1989).
OBJECTIVES

2. LITERATURE REVIEW

2.1 Competencies are developed to achieve:

2.1.a. Cost effectiveness:
Since training activities and assessments in a competency-based approach are goal-oriented (i.e. they focus on areas identified as requiring performance improvement), employers don’t waste money or time on training the ‘wrong’ areas (i.e. areas in which employees are already capable).

2.1.b. Increased productivity:
When employees are competent in meeting their work objectives, know what the performance expectations are, receive recognition for their abilities, and have insight into the overall strategy of the team, department, and organization, they are usually more motivated and experience higher job satisfaction. The result is improved productivity for organizations.

2.1.c. Reduced risk:
Using a competency-based approach to training, development, and assessment, employers can create project teams of people with complementary skills. To do this, organizations record employees’ acquisition of skills, knowledge, safety and other procedures, and use this to identify and provide training and assessment for areas requiring development. (Burt, 2014).

2.2 Types of Competencies

2.2.a. Organizational competencies: The mission, vision, values, culture and core competencies of the organization that sets the tone and/or context in which the work of the organization is carried out (e.g. customer-driven, risk taking and cutting edge). How we treat the patient is part of the patient’s treatment.

2.2.b. Core competencies: Capabilities and/or technical expertise unique to an organization, i.e. core competencies differentiate an organization from its competition (e.g. the technologies, methodologies, strategies or processes of the organization that create competitive advantage in the marketplace). An organizational core competency is an organization’s strategic strength.

2.2.c. Technical competencies: Depending on the position, both technical and performance capabilities should be weighed carefully as employment decisions are made. For example, organizations that tend to hire or promote solely based on technical skills, i.e. to the exclusion of other competencies, may experience an increase in performance-related issues (e.g. systems software designs versus relationship management skills)

2.2.d. Behavioral competencies: Individual performance competencies are more specific than
organizational competencies and capabilities. As such, it is important that they be defined in a measurable behavioral context to validate applicability and the degree of expertise (e.g. development of talent).

2.2.e. Functional competencies: Functional competencies are job-specific competencies that drive proven high-performance, quality results for a given position. They are often technical or operational in nature (e.g., "backing up a database" is a functional competency).

2.2.f. Management competencies: Management competencies identify the specific attributes and capabilities that illustrate an individual’s management potential. Unlike leadership characteristics, management characteristics can be learned and developed with the proper training and resources. Competencies in this category should demonstrate pertinent behaviors for effective management to be effective.

2.3. Benefits of Competencies

Competency models can help organizations align their initiatives to their overall business strategy. By aligning competencies to business strategies, organizations can better recruit and employers to distinguish superior from average or below average performance. The reason for this is because competencies extend beyond measuring baseline characteristics and or skills used to define and assess job performance. In addition to recruitment and selection, a well sound Competency Model will help with performance management, succession planning and career development.

2.3.a. Selection:

The use of behavioral interviewing and testing where appropriate, to screen job candidates based on whether they possess the key necessary job competency profile:

a) Provides a complete picture of the job requirements
b) Increases the likelihood of selecting and interviewing only individuals who are likely to succeed on the job
c) Minimizes the investment (both time and money) in people who may not meet the company’s expectations
d) Enables a more systematic and valid interview and selection process
e) Helps distinguish between competencies that are trainable after hiring and those that are more difficult to develop

2.3.b. Training & Development

a) Focuses training and development plans to address missing competencies or raise level of
proiciency
b) Enables people to focus on the skills, knowledge and characteristics that have the most
impact on job effectiveness
c) Ensures that training and development opportunities are aligned with organizational needs
d) Makes the most effective use of training and development time and dollars
e) Provides a competency framework for ongoing coaching and feedback, both development
and remedial.

2.3.c. Performance Management
a. Provides a shared understanding of what will be monitored, measured, and rewarded
b. Focuses and facilitates the performance appraisal discussion appropriately on performance
and development
c. Provides focus for gaining information about a person’s behavior on the job
d. Facilitates effectiveness goal-setting around required development efforts and performance
outcomes.

2.3.d. Career Paths
a) Clarifies the skills, knowledge, and characteristics required for the job or role in question and
for the follow-on jobs.
b) Identifies necessary levels of proficiency for follow-on jobs.
c) Allows for the identification of clear, valid, legally defensible and achievable benchmarks for
employees to progress upward.
d) Takes the guesswork out of career progression discussions.

2.3.e. Succession Planning
a. Provides a method to assess candidates’ readiness for the role.
b. Focuses training and development plans to address missing competencies or gaps in
competency proficiency levels.
c. Allows an organization to measures its “bench strength”—the number of high-potential
performers and what they need to acquire to step up to the next level.
d. Provides a competency framework for the transfer of critical knowledge, skills, and
experience prior to succession – and for preparing candidates for this transfer via training,
coaching and mentoring.
e. Informs curriculum development for leadership development programs, a necessary
component for management succession planning.
3. RESEARCH METHODOLOGY

3.1. Research Design: This study is exploratory in nature where efforts are made to create competency models for the automobile manufacturing company. Descriptive study was also done to study the pattern of the responses of the employees on HR services and areas of improvement were identified to develop competencies in different levels of employees.

3.2 Sampling: Simple random sampling technique was used where the respondents had an equal probability of being selected in the sample.

This study mainly serves the Quality Department of the company. The strength of employees being 1200, the questionnaire link was forwarded to all. Out of which 220 responded. For more accurate results, incomplete and biased responses were filtered and 186 fair responses were taken as sample. A sample of 186 employees were considered from a population of 1200 using random sampling.

3.3 Data Collection:
Primary data was sourced from the responses/feedback to questionnaire withdrawn from the portal Surveymonkey.com. Secondary data sources were JD doc file of the company, company policy booklet, previous study material and presentations provided by the organization, leadership practices booklet.

3.4 Analysis Tools:
Survey Monkey.com

3.5 Analysis technique:

3.5.a. Quantitative: Questionnaire were designed and distributed in the quality department. These questionnaires were analyzed using the survey tool and opinion of the employees on the HR services were determined.

3.5.b. Quantitative: Further the quantitative findings were used to develop models of competency mapping which mainly focused on Technical, Operational and Behavioral competency.

4. FINDINGS

4.1. Quantitative Findings

Response of employees on HR services and areas of improvement.
Maximum participation from the EG’s. Hence the feedback obtained concerns the tactical level employees.

Participation observed was greatest of the employees working for more than 5 years.

Overall Score:

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>F A C T</td>
<td>3.57</td>
</tr>
<tr>
<td>Talent</td>
<td>3.45</td>
</tr>
<tr>
<td>L &amp; D</td>
<td>3.3</td>
</tr>
<tr>
<td>Employee</td>
<td>3.46</td>
</tr>
<tr>
<td>Experience</td>
<td>3.06</td>
</tr>
<tr>
<td>HR M S S</td>
<td>3.92</td>
</tr>
<tr>
<td>Employee</td>
<td>3.47</td>
</tr>
<tr>
<td>Services</td>
<td>3.47</td>
</tr>
<tr>
<td>HR Operations</td>
<td>3.46</td>
</tr>
<tr>
<td>Overall Average</td>
<td></td>
</tr>
</tbody>
</table>

HR Service Standards, the average score given by the employees to overall HR Services was found to be 3.46.
The overall score given for particularly PACT process being carried out in TML was found to be 3.56.

The overall score given for particularly L and D process was found to be 3.30.

The overall score given for particularly Employee Engagement process was found to be 3.46. It was found that Response to complaints related to admin function are sluggish and not satisfactory. Some issues are left unresolved.
The overall score given for Talent Acquisition process was found to be 3.45

The other processes of HR Services were rated as 3.92, 3.06, 3.47 for ES, MIS, Operations respectively. Office cleaning was found to be neglected in some areas for Fan and on height. Working conditions was found to be bad and inconvenient in some places. Transfers are not done properly.

The above graph shows increase in the scores of the trainees by 16.74 % after conducting the training program.
4.2 Qualitative Findings

The Competency Model developed in this study

Source: Based on the study

4.2.a. The Desired competency levels were assigned per designation and the JD of the employee. The levels indicate:

- Basic knowledge
- "able to do job under supervision"
- "can perform task"
- "able to train others" or "lead"

A Sample chart to measure – Technical competency
### 4.2.b. Operational Level Competency:

WCQ training program was conducted for the newly joined employees. A questionnaire was
prepared; a test was taken before and after the training session. 16.74% of increase in the scores of the trainees was observed and hence the organization is suggested to conduct training programs at intervals for Operational level of employees to develop operational competency.

4.2.c. Behavioral Competency:

Regarding the Leadership practices booklet, the leadership traits that management at each level needs to practice was suggested to the organization. Leadership practices state:

1. A set of behaviors that is required for superior performance in the company’s context.
2. Excellent performers on-the-job demonstrate these behaviors much more consistently than average or poor performers.
3. TLPS provide us with a way to define in behavioral (output) in terms of what the company need to do to produce the results the organization desires and do so in a way that lives the values and builds the culture.

Setting must be very precise and must be monitored frequently by HR. HR involvement must be increased with individuals. In L&D Induction program for new employees should be quick and detailed. All work-related facilities can be provided and good working condition can be maintained. Zone wise responsibilities need to be given to maintain upkeep. Skip levels meetings, job rotations to be initiated. recruit must be properly groomed and job rotation should be frequent which lead them to learn new technology and expose them to different challenges.

<table>
<thead>
<tr>
<th>LEADERSHIP PRACTICES</th>
<th>Junior</th>
<th>Middle</th>
<th>Senior</th>
<th>Top</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing vision and purpose</td>
<td>Align goals</td>
<td>Sets priorities for</td>
<td>Steers the vision</td>
<td>Creates vision and purpose</td>
</tr>
<tr>
<td></td>
<td></td>
<td>success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic capabilities</td>
<td>Plans contingencies</td>
<td>Imagines best practice</td>
<td>Creates breakthrough strategies</td>
<td>Scopes strategic intents</td>
</tr>
<tr>
<td>Dealing with Ambiguity</td>
<td>Judges probability</td>
<td>Explore options</td>
<td>Pioneers through uncertainties</td>
<td>Leaps into the future</td>
</tr>
<tr>
<td>Business Acumen</td>
<td>Plans to add value</td>
<td>Optimises value</td>
<td>Creates new value</td>
<td>Senses opportunities for new value</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Functional Excellence</th>
<th>Learns and uses knowledge for improving practice</th>
<th>Learns and uses knowledge for operational excellence</th>
<th>Learns and uses knowledge for business innovation</th>
<th>Learns and uses knowledge for creating strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>Plans, controls &amp; reviews the work team activities to deliver goals</td>
<td>Creates high performance work systems built on best practice to deliver business goals.</td>
<td>Leverages organizational capability &amp; deliver results.</td>
<td>Develops the global business capability to satisfy stakeholder demands.</td>
</tr>
<tr>
<td>Customer focus</td>
<td>Collaborates with customers to add value</td>
<td>Explores and satisfies market demands</td>
<td>Senses new business opportunities</td>
<td>Stimulates new market demands</td>
</tr>
<tr>
<td>Timely Decision Making</td>
<td>Defines and resolves problems</td>
<td>Intervenes to optimise systems</td>
<td>Crystalises on business growth opportunities</td>
<td>Champions and steers business innovation</td>
</tr>
<tr>
<td>Innovation Management</td>
<td>Evaluates and improves service to customers</td>
<td>Leads and improves business operation</td>
<td>Capitalises on business growth opportunities</td>
<td>Champions and steers business innovation</td>
</tr>
<tr>
<td>People</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Take ownership</td>
<td>Accountablee for professional judgement</td>
<td>Accountable for integrity systems</td>
<td>Accountable for coherence of strategic choice</td>
<td>Accountable for wisdom of policies</td>
</tr>
<tr>
<td>People Development</td>
<td>Grows and develop others</td>
<td>Stimulates and supports a learning culture</td>
<td>Reviews organizational capability and fosters talent</td>
<td>Builds future capability</td>
</tr>
<tr>
<td>Interpersonal effectiveness</td>
<td>Engages and influences others</td>
<td>Creates an empowering climate</td>
<td>Projects an inspiring presence</td>
<td>Fosters a network of collaborations</td>
</tr>
</tbody>
</table>
Building effective teams | Motivates and represents the team | Creates inter-team synergy | Commission patterns of team work | Unifies the enterprise

Withstands pressure | Handles demands of operational conflict | Handles demand of complex systems | Handles demand of innovation and change | Handles demand of complex and adverse world.

5. **SUGGESTIONS**

Based on the above findings the possible action plan could be suggested to the organization based on service standards. Process awareness workshops for Appraising Managers. Function/dept level Goal Cascade workshops can be facilitated. Orientation to be done for new joiners / Cadres. Frequent communication should be carried out with employees. Goal

6. **SCOPE FOR FURTHER RESEARCH**

The competency mapping model could be proposed to the top-level management but its practice and implementation is dependent. The behavioral aspects of members of department/team are unpredictable at times and can be biased. HR Service Standards Survey can be carried out half yearly on a regular basis to get a clear view of further suggested actions. The competency mapping model can prove to be effective if implemented well. Other types of competencies such as Functional and Managerial can be worked on.

**REFERENCES**


