Competency Mapping of Employees in the Power Sector with special reference to NTPC SIPAT, Bilaspur

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Abstract— **Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.**

This study was carried out with a view of measuring the competency level of employees in the power sector. It gives a brief description of the employee's competencies attributes and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees, the competency assessment focuses on six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and client orientation.

Index Terms— **HRM, Skill development, Competency Mapping, Multi Skill.**

I. INTRODUCTION

Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM becomes more important. At the heart of any successful activity lies a competence or skill. In today's competitive world it is becoming particularly important to build on the competitive activities of business. The competency approach to human resources management is not new. The early Romans practiced a form of competency profiling that attempts to detail the attributes of a "good Roman soldier". The introduction of competency based approaches within the corporate environment initiated around 1970 and their development and use since then has been rapid. The distinguished Harvard's psychologist, David McClelland is credited with introducing the idea of "competency" into the human resource literature; in his efforts to assist the United States Information Agency, to improve its selection procedures. The latter argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance. McClelland's counter argument to the growing dissatisfaction with the intelligence testing and the traditional job analytic approaches to personnel selection, was the proposal to test for competency.

Throughout the years competency based approaches have proved to be a critical tool in many organizational functions, such as workforce and succession planning and performance appraisal. The main reasons for selecting these approaches are as follows:

They can provide identification of the skills, knowledge, behaviors and capabilities needed to meet current and future

personnel selection needs, in alignment with the differentiations in strategies and organizational priorities.

They can focus the individual and group development plans to eliminate the gap between the competencies requested by a project, job role, or enterprise strategy and those available.

Definition of competency:

According to UNIDO (2002):
A Competency is a set of Skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or a job.

According to RANKIN (2002): "Competencies are definition of skills and behaviors that organization expects their staff to practice in work".
A specific, identifiable, definable, measurable knowledge, skill, ability and/or other deployment-related characteristic (e.g. attitude, behavior, physical ability) which a human resource may possess and which is necessary for or material to, the performance of an activity within a specific business context.

Competency: The combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success. To understand competencies, it is important to define the various components of competencies.

- Knowledge is the cognizance of facts, truths and principles gained from formal training and/or experience. Application and sharing of one's knowledge base is critical to individual and organizational success.

- A skill is a developed proficiency or dexterity in mental operations or physical processes that is often acquired through specialized training; the execution of these skills results in successful performance.

- Ability is the power or aptitude to perform physical or mental activities that are often affiliated with a particular profession or trade such as computer programming, plumbing, calculus, and so forth. Although organizations may be adept at measuring results, skills and knowledge regarding one's performance, they are often remiss in recognizing employees' abilities or aptitudes, especially those outside of the traditional job design.

- Individual attributes are properties, qualities or characteristics of individuals that reflect one's unique personal makeup. Individual attributes are viewed as genetically developed or acquired from one's accumulated life experiences. Although personal

characteristics are the most subjective of the components, a growing, significant body of research links specific personality traits to successful individual and organizational performance.

- Individually recognizing and rewarding any of these sources of expertise provides a strong basis for individual performance engagement. However, it is their combination that results in the unleashing of resources that are all too frequently untapped.

Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop.

II. OBJECTIVE

1. To measure the competency level of employees in the NTPC sipat power sector Bilaspur.
2. To assess the Training need identification of employees in the company
3. To offer the suggestions to the organization for the betterment of the employees & Organization.

III. NEED FOR THE STUDY
Competency mapping in the power sector helps to identify the talent and skill level of he employees. The power sector being a major industry should be given due consideration as it plays a vital role. In the nations income and if left unnoticed may even lead to economic crisis and both households and business units would suffer due to power shortage. The success of any industry lies in the efficiency of its human resource. Thus the competency of the human resource in the power sector has to be measured and identified in order to develop the power sector and enable the employees to develop the talent and skills in the required area. Thus a study on competency mapping was required to be done in the power sector.

IV. RESEARCH METHODOLOGY
The descriptive study on the competency mapping of the employees in the NTPC Sipat power plant was undertaken to identify the existing competency level of the employees and to suggest measures for improving the competency level. 300 samples were selected on a stratified random basis for the study. The data was collected through a structured questionnaire and was analyzed with the help of simple percentage method.

DATA SOURCE

Primary Data:

The first hand primary data was collected through questionnaires. In addition to it discussions were held with the employees.

Secondary data

The secondary data was collected through the company profile, the company manuals, and previous year records.

DATA ANALYSIS AND INTERPRETATION

The competency of employees has been measured with the help of certain factors namely: communication, knowledge, development of people, client orientation, achievement orientation, team orientation.

PERCENTAGE ANALYSIS

Percentage Analysis has been made for each element to measure the competency of the employees in the power sector. A five point scale, Failed to Attain (FA), Almost Attained (AA), Attained (A), Surpassed (S), Greatly Exceeded (GE) has been used to measure the competency level of the employees.

TABLE NO: 1 COMMUNICATION SKILLS OF EMPLOYEES

S.N	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Clear Sense of Direction for the team	0	12	28	32	28
2	Delivers Consistent Messages	0	16	30	26	28
3	Tailors Communication that suits Audience	0	14	28	30	28
4	Promotes Open and candid communication	0	14	24	34	28
5	Encourage Open Discussion	0	12	28	34	26
6	Gives Timely and Specific Feed Back	0	14	36	24	26

Source: Survey Data

TABLE NO: 2 KNOWLEDGE LEVELS OF THE EMPLOYEES

SN	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Works to create practical solutions to problem.	0	30	18	28	24
2	Produce Sound Conclusions and Recommendations	0	46	14	22	18
3	Facing Challenging Problems and Getting Assistance	0	20	22	32	26
4	Applies Experts to Perform the Job Effectively	0	26	18	26	30
5	Deal with Complex Information	0	36	20	22	22
6	Seeks Information to Maintain Current knowledge	0	36	14	28	22

Source: Survey Data

TABLE NO: 3 DEVELOPMENT OF PEOPLE

SN	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Positively communicates vision or goals	4	16	32	22	26
2	Helps people learn from previous experiences	0	10	44	20	26
3	Offers suggestions to help people to find solutions	0	12	22	40	26
4	Refers individuals to available resources	0	12	32	28	28
5	Documents a special development plan to achieve	0	20	34	22	24
6	Recognize people's work	0	16	24	34	26

Source: Survey Data

TABLE NO: 4 CLIENT ORIENTATION

SN	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Gets Information from clients to identify need	0	14	28	36	22
2	Provides timely and effective Information	0	16	32	28	24
3	Responds to client concern	0	14	30	22	24
4	Explains the rationale for decisions	0	14	32	32	22
5	Offers innovative solutions	0	14	24	30	32
6	Meets and strives to exceed client expectations	0	18	30	24	28

Source: Survey Data

TABLE NO: 5 ACHIEVEMENT ORIENTATION

S N	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Achieves the Individual performance target	2	14	26	34	24
2	organize own work to stay in track	0	12	30	32	26
3	organize people and allocates task	0	12	34	30	24
4	Accepts accountability for action	2	12	22	40	24
5	Receptive to feedback from others	0	18	32	26	24
6	Inspires and encourages others to do their best	0	16	32	24	28

Source: Survey Data

TABLE NO: 6 TEAM ORIENTATION

S. N	Description	FA (%)	AA (%)	A (%)	S (%)	GE (%)
1	Create team Identity	0	18	34	20	28
2	Actively contributes individual Experience	0	16	26	32	26
3	Recognition to Team Members for achievement	0	16	26	26	32
4	Facilitates and actively supports team decision	0	18	20	36	26
5	Raises difficult situations with the team and gives suggestions	0	16	24	30	28
6	Maintaining positive attitude	0	10	26	44	20

Table no 1 indicates that the employees have consistently good communication skills. It also reveals the fact that the employees should develop the skills pertaining to the timely and specific feedback and also delivering consistent feedback. The other factors relating to communication skills such as clear sense of direction, encouraging open discussions also need to reach the level of surpassed or greatly expected. Table No 2 depicts the level of knowledge of the employees in this sector. The level of knowledge has to be improved in most of the factors. Factors such as Works to create practical solutions to problem, Produce Sound Conclusions and Recommendations, Deal with Complex Information, Seeks Information to Maintain Current knowledge need to be given attention as most of the employees are only at the level of almost attained. Table no 3 portrays the level of development

the people. The aspect of preparing development plans to achieve have to be improved so that the employees would reach the level of greatly exceeded. This would benefit the employees and the organization at large. Further table 4 shows the client orientation of the employees reveals the fact that the employees must develop the skills of getting information from clients about their needs and explain the rationale for decision making. In the case of achievement orientation depicted in Table No 5 the employees need to develop the receptiveness to receive feedback from the others. The team orientation (table No 6) has revealed the fact that the employees need to maintain and also strive to greatly exceed in attaining a positive attitude among in the team.

V. FINDINGS OF THE STUDY

COMMUNICATION
- Most of the employees (32%) consistently demonstrated knowledge, skill and behavior in providing a clear sense of direction for the team and co-workers
- Almost 34% of the employees consistently demonstrated knowledge, skill and behavior which surpass to provide information and exchange of ideas in a way that promotes open and candid communication and understanding
- More than 34% of the employees consistently and greatly demonstrated their knowledge, skill and behavior.

KNOWLEDGE
- 30% of the employees partially demonstrated the behavior required towards create practical solutions to problems and do not produce sound conclusions and recommendations that contribute to effective decision making.
- In application of the expertise to perform the job effectively 26% of the employees inconsistently and consistently demonstrated knowledge, skill and behavior
- 36% of the employees consistently demonstrated their behavior in seeking source of information/subject matter experts to maintain current knowledge.

DEVELOPMENT OF PEOPLE
- In communicating the vision/goals of the department 4% of the employees did not sufficiently demonstrated knowledge, skill and behavior.
- Most of the employees i.e. 40% consistently demonstrated the behavior by offering suggestion that helps people find solutions to their problems.

CLIENT ORIENTATION
- 36% and 14% of the employees partially and consistently demonstrated the behavior respectively by drawing out information from clients to identify need and set realistic expectation

➢ 18% of the employees partially demonstrated in current assignment to exceed the clients' expectation

ACHIEVEMENT ORIENTATION

➢ Most of the employees 34% and 24% consistently and effectively demonstrated the behavior in setting and achieves individual performance target aligned with the business plan

➢ Almost equal percentage (14%, 13% & 16%) of the employees inconsistently, surpassed and greatly exceeded the behavior in accepting accountabilities for actions and relied upon to keep commitments.

➢ 16% of the employees do not possess the quality of inspiring and encourages others to do their best by providing constructive feedback.

TEAM ORIENTATION

➢ 34% of the employees regularly demonstrated knowledge, skill and behavior in creating team identity by developing a shared vision, mission jointly with the team.

➢ In giving praising and recognisition to team members 32% of the employees effectively demonstrated their knowledge ,skill and behavior

SUGGESTIONS

The overall aspect of communication can be developed by Initially understanding ,counseling and judging of the employees Appointing mentors for, Effective usage of the words, improving the listening skills, by making them expose to several public meetings seminars and workshops Continuous training and assessment and follow up can be implemented. The overall aspect of knowledge can be improved. As it is a manufacturing sector, making them aware of the product the company manufactures, job knowledge to do their job with involvement and updating recent trends, understanding the interdepartmental activities and procedures. The overall aspect of the development of people can be improved by giving counseling and changing the overall personality of an employee Peer group training is a vital aspect required for the betterment. The overall aspect o client orientation can be improved by making them understand ―customer is god. Meeting customer expectation is to be thought, satisfaction, delight and ecstasy concept is to be familiarized. Finally making them realize customer is revenue. The overall aspect of achievement orientation can be developed only through recognition and rewards the performances can be improved. The overall aspect of team orientation can be improved by making them understand the concepts of togetherness and sense of belongings. Art of delegation and art of assisting can be practiced.

VI. CONCLUSION

Competency in the power sector has proved to be fine to a certain extent only that a few of the factors need to be considered by the employees for attainment of excellence in this sector. The Competency Mapping is a very important tool for the development of an organization. Almost all the employees are effectively demonstrated the behavior with respect to six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and client orientation.

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