

Performance Evaluation: Identifying competency Gaps

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Abstract:

Annual performance review is key component of employee development. The performance review is intended to be a fair and balanced assessment of an employee's performance. HR department use competence description to define requirements needed for performing specific tasks or jobs. The HR department needs to match such required and acquired competence in order to find suitable candidates. This paper analyzes the competency gap through different model and extends some suggested methods that can be used for evaluating the performance.

Introduction

A performance Appraisal, Performance review is a method by which the job performance of an employee is evaluated. Performance evaluation is a part of career development and consists of regular reviews of employee performance within organization. Employee evaluation are used by companies to rate employee based on how they are performing in their position. There are many types of performance evaluation. Some are based on simple “Yes” or “No “Question. Others have managers fill in rating sheets that require them to evaluate qualities from a poor to excellent scale. Others are more open minded, with spaces for comments. Some, like 360 –degree appraisals, involve evaluation from peers and those underneath the individual as well as managers.

Competency:

Competency consists of the skills and knowledge required by the employees to effectively perform their jobs or specific tasks that you assign to them from time to time .It can include talent as natural skill.

Determination of competency gap:

Determining the skills and knowledge gaps of employees is a necessary part of human resource plan. In order to identify the competency gap of any employee, it is necessary to determine the following:

- The types of competencies required to perform the job well.
- The required competencies level required for the employee.
- Industry competency standard for each of the position in the organization.

The Majority of competencies relates to functional and behavioral competencies of employees and varies from the top level to the lowest. Core competencies are common competencies for every position in the organization. The required competency level is the standard of performance for each duty based on industry standard. The "industry" refers to the type of industry in which your organization is carrying out its activities. The employee's competency is assessed at the end of a certain period of time, usually one year and no shorter than nine months particularly for new employees.

Usually the current competency level is based on ratings such as:

- 1 for beginner's level
 - 2 for below standard
 - 3 for satisfactory performance
 - 4 for performance beyond the expectation
- and

- 5 for performance to industry standard

The standard can range from 3 as being satisfactory to 4 as having performed beyond the expectation of the organization or 5 as having performed to industry standard. An employee who has attained a rating of "5" is considered as an expert in his or her field.

You need to carefully examine anything lower than this.

Competencies Gap Analysis:

A competency can be any knowledge, skill or ability demonstrated through behavior that results in superior job performance some definitions include personal qualities, value or traits as competencies. Example of competencies include interpersonal effectiveness ,teamwork, technical capability and reliability.

A competency model focus on how?

Use the following template as guideline to develop a competency profile for a

particular position:

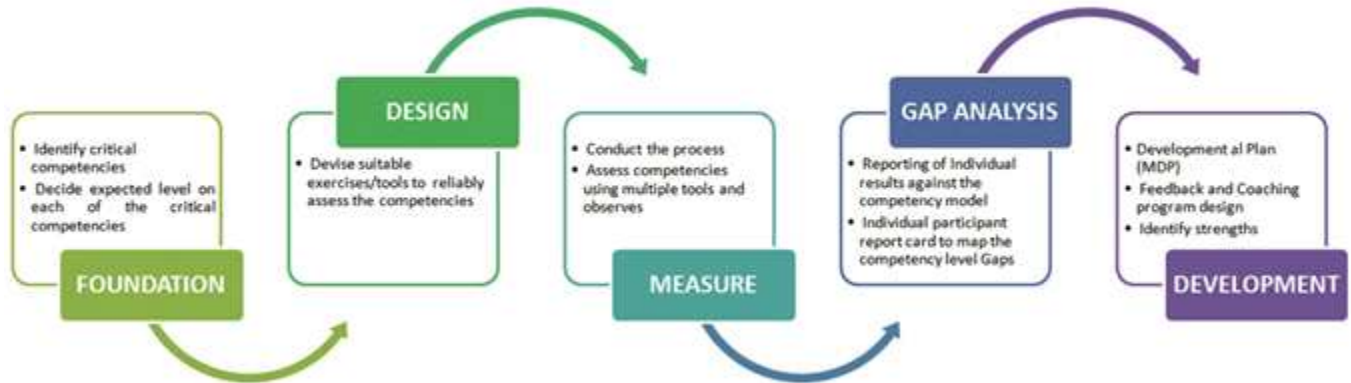
Competency Gap analysis Model

Candidate			
Organization			
Position			
Signature of _____		of _____ candidate	
Signature of Manager			
Types of competency	Already demonstrate- Give Evidence	Need to develop	Comments
Leadership -The competencies required to create vision, establish direction, develop strategy			
Managerial —ability to manage function, plan, delegate work and execute against a plan			
Functional & Technical aspects of the job ---computer literacy, basic skills, vocabulary			
Interpersonal –The ability to communicate and listen effectively			
Personal/Individual —Self awareness, Integrity, Commitment			

What does an organization do with this information?

Use this information to create a candidate Training and development plan

Competency Management Software



Predict360 streamlines Competency Management System (CMS) through a disciplined approach to workforce development.

Customized to the goals and culture of each organization, our competency management system ensures clients meet their strategic objectives by maximizing their workforce potential.

We have developed a competency based Workforce Development Program (WDP) that ensures employees are properly trained and competent in performing their assigned job tasks. The CMS process consists of four integrated elements:

1. Planning	2. Design Phase	3. Gap Analysis	4. Implementation Phase
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For existing employees, we use the competency models to assess employees against their specified job competencies,

identify gaps, and then design a custom training program for each individual. For new employees, we use the competency models to build a structured employee

development program based on entry level job competence requirements.

PREDICT 360 comprehensive management, assessment, gap analysis and reporting tool, provides real-time performance indicators to ensure the competency management system implementation is workforce development goals. Competency management system allows employees to complete self assessments, enables supervisors to complete assessments of their direct reports, and makes it easy for managers to see the competence level of the entire organization with one click.

As a result, training budgets are spent more efficiently, competency gaps can be quickly closed throughout the organization, and clients are assured that each employee is competent to meet both current and future job requirements.

How to assess employee core competencies:

- Create a separate spreadsheet for each job that you are assessing. Title the spreadsheet with the name of the job. On the vertical left-hand axis, write down all the necessary competencies of the job: technical skills and knowledge, management skills, social and personal skills that each job requires.
- Write the name of the employee that holds each job on the top of a separate column, going across the top vertical axis
- Evaluate each employee on a scale of one to five for each competency. One for unacceptable, two for below average, three for passable, four for pleasing and five for exemplary. Rank each employee based on what you know of their past habits and accomplishments.

- Make notes on the bottom of the page on specific knowledge you have of employee's work habits and achievements, including awards or special recognition earned.
- Add up a total score for each employee. Decide what the lowest acceptable score is and set aside all those scores that fall below that. Take into consideration any notes you have made for each person. Arrange appointments to meet with each employee to discuss how to improve their performance or for termination.

Methods of performance Evaluation:

How to evaluate employee performance is a question that concerns every recruiter and many managers in the firms. Employee performance evaluation methods are defined as the techniques used to judge a particular

employee's work performance in order to give him or her the benefit of job. An employee is analyzed by recording his success, failures strength and weakness, and then deciding his worth for the organization.

The productivity of employee for the work assigned to them is also observed in the time they are given to prove themselves,

There are 3 main aspects which are considered while evaluating the employees. These are quality and quantity of work done, time in which it is done, the value it adds to the company. The prime objectives of performance review for employees are to give them feedback for their work ,record their work in order to give them organizational rewards and to provide further development opportunities for their careers. These methods of employee performance evaluation help them improve their performance through coaching and training sessions provided by the

management of the organization. No matter which field it is, there are a few common assessment techniques used by management to improve work execution of employees. Good communication and recreation are also some of the biggest assets of an organization to boost the performance of employees and increase business revenue.

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Here are some commonly used performance evaluation techniques:

MBO

This is one of the best methods for the judgment of an employee's performance, where the managers and employees set a Particular objective for the employee and

evaluate their performance periodically. After the goal is achieved, the employees are also rewarded according to the results. This performance appraisal method of management by objectives depends on accomplishing the goal rather than how it is accomplished

Critical incident method:

In this method, the manager writes down the positive and negative behavioral performance of the employees. This is done throughout the performance period and the final report is submitted as the assessment of the employees. This method helps employee in managing their performance a

nd improve the quality of their work.

Behaviorally Anchored Rating Scale

(BARS) Method:

The Bar method is used to describe a rating of the employee's performance which focuses on the specific behavior as

indicators of effective and ineffective performance. This method is usually a combination of two other methods namely, the rating scale and critical incident technique of employee evaluation.

Behavioral observation Scale (BOS) method:

It is defined as the frequency rating of critical incidents which the employee has performed over a specific duration in the organization. It was developed because methods like graphic rating scales and behaviorally anchored rating scales (BARS) depend on vague judgment made by the supervisors about the employee.

360 degree performance appraisal method:

It is a system or process wherein the employee receives some performance feedback example, which are anonymous and confidential from co-workers. This process is conducted by managers and

subordinate who, through 360 degree, measure certain factors about the employees. These are behavior and competence, skills such as listening, planning and goal setting Teamwork, leadership effectiveness.

Checklist and weighted checklist method:

The checklist method comprises a list of set objectives and statement about the employee's behavior. For example, leadership skills, on time delivery, innovation, etc. If the appraiser believes that the employee possesses the trait mentioned in the checklist, he puts a tick in front of it. If he thinks the employee doesn't have a particular trait he will leave it blank and mentioned about it in improvement column.

Performance Test and observation method

This method deals with testing the

knowledge or skills of the employees. It can be implemented in the form of a written test or can be based on the actual presentation of skills. There can be bias if the performance is evaluated on the presentation of skill. However, a written test can be a reliable yardstick to measure the knowledge.

Suggestion to reduce competency Gap:

- An employer can reduce the competency gap by tailor the training to employee.
- An employee can improve the competencies by doing his SWOT analysis. But the employee should have the learning attitude.
- An employee should look for ways

to improve himself by expanding the skill set.

Conclusion:

competency gap analysis helps an organization define important requirement for success in a specified role, determine which skill employee have and where they need to improve. Many personal competencies are valued across industries but an organization can make competency analysis company specific by considering what your organization does well and which quality worker need to maintain that competitive advantage to assess employee personal competencies. An organization can reduce the competency gap by imparting training to his employee from time to time

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