

Re-assessment of Competencies of E6-E7 Level Executives of NSPCL

NSPCL, a joint venture company of NTPC Ltd. with SAIL, invited BIMTECH for the Re-assessment of Competencies of twenty of their E6-E7 level executives. The main objective was to carry out re-assessment of seven competencies including Communication Skills, Managerial Effectiveness, Team Building, Decision Making, Interpersonal Skills, Empowering and Motivational Abilities, and Leadership. The initial Competency Mapping exercise for these executives had been carried out in 2013 - 14 and they had undergone training/MDPs during the years 2014 and 2015. The re-assessment was conducted during March - May 2016, by a team of four assessors comprising Prof. K K Sinha, Dr. P Nayak, Prof. Pramod Joshi and Dr. Manosi Chaudhuri, who were duly assisted by Mr. Abhinav Kumar from BIMTECH, Greater Noida.

The re-assessment exercise was conducted using Assessment Development Centre (ADC) approach on 28-29 March, 2016 using ten different and appropriate methods/tools, which were similar or identical to those used during the Competency Assessment in the year 2013-14, as per the agreed re-assessment framework. As per the request of NSPCL, BIMTECH also ensured that the same set of four assessors was deployed for the re-assessment exercise too. To ensure the consistency and sanctity of the exercise, the roles and tools assigned to the four assessors this time were also kept identical. Assessment was represented on a 10 point scale and the scores were given in comparison to the individual scores of the Assessment of 2013-14 and the desired level scores.

The re-assessment results showed that majority of the assesses had improved after the Competency Assessment of 2013-14 in all competency areas, especially in Interpersonal Skills, Empowering and Motivation and Decision making. It was found that the majority of the assessees were either meeting the expectations or moderately above expectations of NSPCL's Performance standard, with scores ranging from 5 to 8 on a 10 point scale in all competency areas. They were comparatively higher on the scale of proficiency in Team Building, Interpersonal Skills, Decision Making and Empowering and Motivational abilities than in Communication, Managerial Effectiveness and Leadership. However, there is need for further development for some of them to reach the desired level of proficiency, as set by NSPCL. Accordingly, suitable remedial measures against all areas that need improvement have been suggested by the assessors in the individual development reports (IDPs) submitted to NSPCL.



The IDP is intended to primarily assist the executive to develop the desired level of proficiency in identified competencies leading to improved performance.

The executives who participated in the Competency Re-assessment Process have given the general impression of being continuous learners, even while being highly committed and loyal to their professions and the organization. They also indicated substantial potential for building NSPCL as a more effective learning organization while expressing their felt needs of institutional support for their personal and professional development. The assessors appreciated the leaders of NSPCL for taking keen interest in the talent development of their senior executives and building a culture of a learning organization in true letter and spirit.