COMPETENCY MAPPING OF THE EMPLOYEES
(A STUDY OF CIMMCO SPINNING MILL, SOLAPUR)

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ABSTRACT
In the present scenario, the world had changed into a global village. In this small world, every company is striving to survive. In this situation, the biggest challenge for a company is to have a competent staff. This competent staff can be built by assessing and determining one's strengths as an individual worker and in some cases, as part of an organization. This process is known as competency mapping. The purpose of this paper is to explain the process of competency mapping and to assess the gap between the present and desired competencies of the employees. We conducted this study on the basis of an existing and well-tried questionnaire, followed by interviews to understand how competency mapping is done and its impacts on employees. This research paper is divided into distinct parts. The first lays down the background, the second lays down the definitional premise within which competencies can be studied. The third lays down the methodology of the present study and examines the data generated by the investigation and the fourth treats the relationship between competency mapping and employees satisfaction towards it while the fifth posits a conclusion.

Keywords: Competency, competency mapping, natural abilities and assessment.

INTRODUCTION
Competency mapping a process which helps the HR department as to where a particular person would work best as per his aptitude and temperament. Here with the help of competency mapping the HR Manager can decide where a particular person could work best, as per his aptitude and temperament. A competency mapping is a framework of knowledge, skills and characteristics needed to effectively perform a role in an organization which can be gained through education, training, experience, or natural abilities. This helps in clarity of organizations HR practices. Competency mapping examines two areas: emotional intelligence and strengths of the individual in areas like team structure, leadership and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. Competency mapping tailored to an organization is necessary to train, define and retain talent in a company. As a result of competency mapping, all the HR processes like talent induction, appraisals and training yield much better results. Competence mapping is an utility to manage the competence of the employees (Mily Velayudhan, 2011). In today's corporate scenario competency mapping is very important tool in the hands of the HR Manager. Over the past decade, human resource has generated a lot of interest in the notion of competencies as a key element and measure of human performance. In career planning process of the employees their competency assessment is important. This competency assessment will generate a sense as to what is necessary to perform at a higher level and what skills and competencies are necessary for their success. The organization, in turn, gains a sense of the employee's fit and potential within the company as well as a clearer understanding of which competencies result in higher performance. Competency assessments provide critical information for management to put in place the necessary training and development programs to cultivate sustainable talent pools for the future. Tying competency gap assessments to development programs are a win-win proposition; it provides organizations with a means of upgrading and retaining their valuable workforce, and employees recognize that development programs enhance their job security and prospects for the career growth of the employees (Aswathappa, 2007).

According to him competence are "an underlying characteristic of a person which results in effective and/or superior performance on the job." While a more detailed definition is "a cluster or related knowledge, skills, and attitudes that reflects a major portion of one's job (a role or responsibility), that correlates with performance on the job, that can be measured with well-accepted standards, and that can be improved with training and development (Klemp, 1980). Parry (1996) stated that competency is measured in the employee's quality and not quantity (measurement of performance). Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. Regardless of whatever happens to the future of software in India, the people who are outstanding in their performance will continue to be in demand.
and will keep rising and for this the human resource of each organization should develop the competencies which they have in order to compete with the highly competitive market (Mily Velayudhan, 2011). Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role (Adrian, 1990). In many cases, competency mapping initiatives have either progressed very slowly or the projects have failed completely. Common problems are incomplete lists of competencies, too many competencies, the top-down nature of programs, lack of sense of ownership among workers, lack of fit between generic competency maps and specific company environments, and short shelf-life of maps due to rapid organizational changes (Andrew, 1999).

Types of competencies:
Organizational competencies — unique factors that make an organization competitive.
Managerial Competencies which are considered essential for staff with managerial or supervisory responsibility in any service or program area, including directors and senior posts. Some managerial competencies could be more relevant for specific occupations, however they are applied horizontally across the Organization, i.e. analysis and decision-making, team leadership, change management, etc.
Generic Competencies which are considered essential for all staff, regardless of their function or level, i.e. communication, program execution, processing tools, linguistic, etc.
Technical/Functional Specific competencies which are considered essential to perform any job in the Organization within a defined technical or functional area of work, i.e. environmental management, industrial process sectors, investment management, finance and administration, human resource management, etc.
Job/Role competencies—things an individual must demonstrate to be effective in a job, role, function, task, or duty, an organizational level, or in the entire organization.

a) Practical competency - An employee's demonstrated ability to perform a set of tasks.
b) Foundational competence - An employee's demonstrated understanding of what and why he/she is doing.
c) Reflexive competence (An employee's ability to integrate actions with the understanding of the action so that he/she learn from those actions and adapts to the changes as and when they are required.
d) Applied competence - An employee's demonstrated ability to perform a set of tasks with understanding and reflexivity.

Personal competencies: Aspects of an individual that imply a level of skill, achievement, or output.
Advanced: Demonstrates high level of understanding of the particular competency to perform fully and independently related tasks. Frequently demonstrates application that indicates profound level of expertise. Work activities are carried out consistently with high quality standards.
Proficient: Demonstrates a sound level of understanding of the particular competency to adequately perform related tasks, practically without guidance. Work activities are performed effectively within quality standards.
Knowledge: Demonstrates a sufficient understanding of the particular competency to be used in the work place, but requires guidance. Tasks or work activities are generally carried out under direction.

Methods adopted for Competency Mapping by Most Organisations:
Assessment Center: Assessment centre & development centre are based on the competencies mapped for a particular position in an organization. Generally, these competencies are a mix of generic & function specific competencies. The Competency Framework is defined for each competency on a 1-5 scale in which characteristics of each level are defined in detail. Based on this framework, the participants are assessed using different tools such as Role Plays, Business Presentations, Behavioral Event Interviews, GDS etc by the assessors. With the observations, a participant is mapped with the desired Vs Actual level of competencies.

Critical Incidents Technique: It is a set of procedures for systematically identifying behaviors that contribute to success or failure of individuals or organisations in specific situations. Critical incident identification is arguably the single most important kind of information associated with task performance in usability-oriented context. Some of the human errors that are unconsiously committed can be traced and rectified by these methods. It can also identify, report, and rate the severity level by own critical incidents.

Interview Techniques/repertory grid interview: Competency based interview technique is one of the useful tools to screen high potential performing candidates. The repertory grid interview is one useful method of competency mapping. This method is founded on the Theory of Personal Constructs developed by George Kelly. It involves managers in the competency development providing a set of competencies that is the organization's own, expressed in the manager's language and reflecting their business priorities. By involving the managers in their development it ensures their commitment to the competences. Almost every organisation uses an interview in some shape or form, as part of competency mapping. If interview handled properly, it can be a...
powerful technique in achieving accurate information and getting access to material otherwise unavailable. If the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

Questionnaires: The questionnaires are a widely used method of analyzing jobs and work. Here the job holders are given a properly designed questionnaire aimed at eliciting relevant job related information. After completion the questionnaires are handed over to supervisors. The supervisors can seek further clarifications on various items by talking to the job holders directly. After everything is finalized the data is given to the job analysts. The success of the method depends on various factors. The structured questionnaire must cover all job related tasks and behaviors. Each task or behavior should be described in terms of features such as importance, difficulty, frequency, relationship to overall performance etc. The job holders should be asked to properly rate the various job factors and communicate the same on paper. The ratings thus collected are then put to close examination with a view to find out the actual job requirements. The Questionnaire method is highly economical it covers a large number of job holders at a time. The collected data can be quantified and processed through a computer. The participants can complete the items leisurely. Designing questionnaire however is not an easy task. Proper care must be taken to frame the questions in such a way that the respondents are unlikely to misinterpret the questions. Further it is difficult to motivate the participants to complete the questionnaires truthfully and to return them (Fig 2).

Psychometric Test: Psychometrics is a part of psychology concerned with determining a person's aptitude towards different kinds of jobs. Psychometric tests are designed to produce a quantitative assessment of one or more psychological attributes like reasoning ability, interests, propensity, and disposition, etc. A psychometric test is a structure technique used to generate a careful sample of behavior. This behavior sample is used to make inferences about the psychological attributes of people, who have been tested on attributes like intelligence, self esteem etc (Fig 1).

Advantages of Competency mapping: Many organizations today are using the process of 360 degree feedback to compare an individual's self assessment of his/her own performance against key position and organization competencies. The 360 feedback received is then used as input to the Individual Development plan. Overall the healthy and productive climate is maintained in the organisation as to maximize the productivity (Chart 1).

Objective of the Study: The objective of the research is to get an idea regarding the competency level of the employees and to study the employee's satisfaction towards competency mapping.

Hypothesis:
Ho: The employees are not satisfied towards competency mapping process of the organization.
H1: The Employees are satisfied with the competency mapping process of the organization.

RESEARCH METHODOLOGY
Data Collection: Both primary and secondary data is collected and used for the study.
The Primary Data is gathered by the methods of
- Questionnaire survey.
- Interview
- Observation
The Secondary data is collected through the
- Employ records
- Performance and Potential Review form
- Reference Books
- Internet
Sample Size: - (20% of Available Population)
Sample Universe: - Cimmo spinning mill.
Sample Area: - All Departments (Table 1).
Hypothesis Testing:
Ho: The employees are not satisfied towards competency mapping process of the organization.
H1: The Employees are satisfied with the competency mapping process of the organization (Table 2).

\[ \alpha = 0.05 \quad df = 32 \quad P = 0.00 \]  (Table value=53.49 at 1% level of significance)

As calculated chi-square value is found greater than table value. Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that the employees under study are very much satisfied towards competency mapping process of the organization (Amir and Sounderpendian, 2006).

CONCLUSION
The present study has been attempted to get an idea regarding the competency level of the employees and their satisfaction towards it. It is found that the employee's satisfaction level is too high towards competency mapping of the organisation. The competency level of the employees can be increased if more training is provided.

REFERENCES
Andrew May, 1999. Developing management competencies for fast - changing organization,