A Study on Competency Mapping in BHEL Ranipet Chennai

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Abstract— Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis. And what other way than to develop the people, for human resource is the most valuable resource any organization has.Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system. Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as: Defining, Assessing, Mapping, the organization, Assigning and Selecting   Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called "KSA's") that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

Keywords— *Competency, Competency mapping and its process, Areas of implementation*

Introduction:

WHAT IS COMPETENCY?

Any underlying characteristic required for performing a given task, activity or role successfully can be considered as competency. Competency may take the following forms:

- **Knowledge**
- **Attitude**
- **Skill**
- **Other characteristics of an individual including**
- **Motives**
- **Values**
- **Traits**
- **Self-concept**

Competency includes observable behavior as well as aptitudes, skill and knowledge. It can be compared with an iceberg as shown in the figure below:
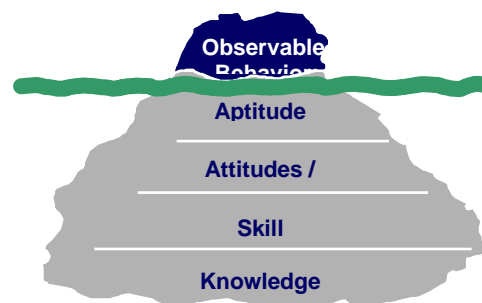
DEFINITION: First popularized by **BOYATZIS (1982)** with Research result on clusters of competencies:

"A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results"

❖ **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 job.

MEANING AND CONCEPT OF COMPETENCY MAPPING

It is a process of identification of the competencies required to perform successfully a give job or role or a set tasks at a given point of time. It consists of breaking a given role or job into its constituent's task or activities and identifying the competencies (Technical, managerial, Behavioral, conceptual knowledge and Attitude and skills etc) needed to perform the same successfully.

Competency Map. A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.

- *Competency Mapping*. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role

- *Competency profiling* It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.

PROCESS OF COMPETENCY MAPPING

Step 1: Identify customer value

Activities of any organization have to result into economic value to the customer. Organizations are interested only in the products and services required by the customers. So that organizations have to define their outcomes.

Step 2: Identify strategy and objectives

• Understand business strategy and objective of organization.

• What is objective behind doing competency mapping in organization?

Step 3: Build business process

Then organizations have to define their business process to enable them to deliver outcomes to customer requirements in a brief time at an economical cost without sacrificing quality.

Step 4: Identify value of business process

Then companies have to define the time, cost and quality standards of each task of the business process.

Step 5: Job analysis

We can use method of job analysis to analyze jobs.

Step 6: Identify competencies

FUNDAMENTAL CHARACTERISTICS

Note: Knowledge, skill are surface competencies, which can be easi-ly developed. Attitude, motives, and traits are core competencies which are most difficult to develop.

PROCESS OF COMPETENCY MAPPING

☐ Effective organization helps their employees by developing their career growth by giving technical support.

☐ Success of many organizations lies in the area of Training, Learning and Development that builds employer employee relationship

ROLE OF COMPETENCY MAPPING:

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. Competencies are derived from specific jobs within the

organization and are grouped into categories like strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc.

AREA OF IMPLEMENTATION

- Training and Development
- Recruitment and Selection
- Career planning
- Performance management
- Replacement planning
- Recognition
- Succession planning

THE NEED FOR COMPTENCY MAPPING

Finding the right fit for the right job is a matter of concern for most organizations especially in today's economic crisis. As meeting an individual's career aspirations are concerned, once the organization gives an employee the perspective of what is required from him/her to reach a particular position, it drives them to develop the competencies for the same.Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc.

Competency mapping – An important HR tool

Companies have long realized the importance of competency mapping as an important HR function. This is especially relevant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be nurtured. When individuals must seek new jobs, knowing one's competencies can give one a competitive edge in the market."

BENEFITS OF COMPETENCY MAPPING

Competency maps have many potential benefits for students and teaching staff. Of course, because staff and students share many goals, these benefits are not entirely divisible; some aspects of competency mapping will benefit both staff and students. A partial list of potential uses for competency mapping follows. It is likely that more benefits will be discovered as the technique matures.

NEED OF THE STUDY

- ✓ To understand the technological change necessitating acquisition of the new knowledge ability and skills.

- ✓ To meet the challenges posed by the global competition.
- ✓ To know the appointment of the employee through promotion.
- ✓ To bridged the gap between what employee has in terms of the knowledge and skill and what his/ her job actually demands.
- ✓ To analysis the competencies to development of the organization.

SCOPE OF THE STUDY

- ❖ The employee competence for the organization to the achieve their goals.
- ❖ The present study aims is to access the competency mapping of the employees in the organization.
- ❖ To improve the organization efficiency through the development of their competencies.
- ❖ To enhance of the employees capabilities to the perform the present job and future development.
- ❖ To analysis competencies to identify the employee performs and take better used human resource.

RESEARCH METHODOLOGY

. OBJECTIVE OF STUDY:

- ❖ To analyze how far the vision &purpose reaches to the employee.
- ❖ To study the competency factor for the developing employee.
- ❖ To analyze the adherence values and ethics of the employee.
- ❖ To find the existing for competency with the target group.
- ❖ To offer suggestion for based on competency mapping for the attainment of organization & individual goals.

SAMPLING DESIGN

A sample design is a definite plan for obtaining from a given population.

- ➢ **Total population**

There are totally 1500 employees working in the organization.

- ➢ **Sample Size**

Out of the total population the sample taken among workers..10% (150sample)

➢ **Sample method**
The researcher has used random sampling technique to choose the sample.

LIMITATIONS OF THE STUDY

- here was very limited period for doing this study.

- It was difficult to collect the data as the employees were preoccupied with their work.

- Since the population is very large, the sample responses of 150 employees at the organization.

ANALYSIS AND INTERPRETATION

TABLE REPRESENTS PERCENTAGE OF RESPONDENTS BASED ON EXPERIENCE

| S.NO	EXPERIENCE (in years)	NO. OF RESPONDENTS	PERCENTAGE
1	below 2	46	31%
2	3-5	74	49%
3	6-10	12	8%
4	above 10	18	12%
TOTAL		150	100%

SOURCE: Primary Data

INFERENCE:

From the above table, it is inferred that 31% of the respondents are experience of below 2 years, and 49% of the respondents are experience of 3-5 years, and 8% of the respondents are experience of 6-10 years, and 12% of the respondents are experience of 10years and above.

- Majority of 49% of the respondents have experience of 3-5 years.

CHART REPRESENTS PERCENTAGE OF RESPONDENTS BASED ON EXPERIENCE
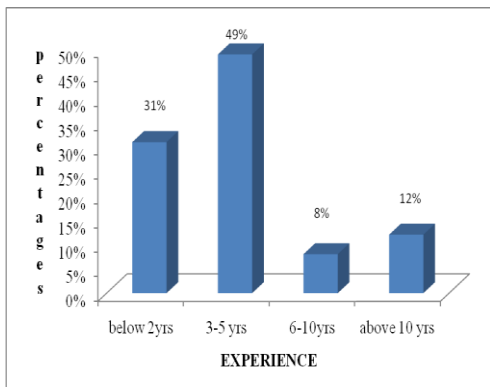
COMPONENT WISE ANALYSIS
OVERALL COMPONENTS SCORE COMPARISON

FIELD COMPARISION	TOTAL SCORE
New Possibilities To Take Organization	580
Empowerment & Training	550
Standards And Specifications	585
Trust	610
Continuous Improvement	583
Consistently Result	554
Self-Sufficiency	572
Organizational Awareness	571
Concerns For Excellence	590
Persuasiveness	560

INFERENCE:

Table (4.57) shows overall impact of ten components (in scores) depending upon the significance in BHEL. With a view to find out the relative importance of each components to the lend of satisfaction, a components wise analysis has been attempted.

From the above table it is clear that the respondents of BHEL has perceived the components in different in following order

Trust	= I
Concerns For Excellence	= II
Standards And Specifications	= III
Continuous Improvement	= IV
New Possibilities To Take Organization	= V
Self – Sufficiency	= VI
Organizational Awareness	= VII
Persuasiveness	= VIII
Consistently Result	= IX
Empowerment & Training	= X

FINDINGS:

- ✓ 49% of the respondents are experience of 3-5 years, and 8% of the respondents are experience of 6-10 years

- ✓ 45% of the respondents are age limit of below 30 years 2% of the respondents are age limit of 50 and above.

- ✓ 95% of the respondents are male and 5% of the respondents are female.

- ✓ 78% of the respondents are post graduate and 1% of the respondents are others.

- ✓ 46% of the respondents are married and 54% of the respondents are unmarried.

- ✓ 54% of the respondents are 20,000 and above. 1% of the respondents are below10,000
- ✓ 50% of the respondents are agree 3% of the respondents are disagree in new possibilities of the organization.
- ✓ 63% of the respondents are agree and 3% of the respondents are disagree in positive outlook.
- ✓ 47% of the respondents are agree and 6% of the respondents are disagree in completed vision direction.
- ✓ 62% of the respondents are agree, and 3% of the respondents are disagree on inspiration and motivation.
- ✓ 63% of the respondents are agree and 3% of the respondents are disagree in assembling strong team .53% of the respondents are agree, and 1% of the respondents are strongly disagree in empowerment and training .
- ✓ 50% of the respondents are agree, and 1% of the respondents are strongly disagree on providing rewards, feedback and recognition .
- ✓ 53% of the respondents are agree, and 1% of the respondents are strongly disagree in communication among that employee.
- ✓ 68% of the respondents are agree, and 1% of the respondents are disagree in the company values .
- ✓ 49% of the respondents are agree, and 3% of the respondents are disagree on the code of conduct.
- ✓ 53% of the respondents are agree, and 3% of the respondents are disagree on standard and specifications.
- ✓ 44% of the respondents are agree, and 2% of the respondents are strongly disagree view on rewards leads behaviors'.
- ✓ 63% of the respondents are agree, and 1% of the respondents are disagree opinion on trust.
- ✓ 49% of the respondents are agree, and 2% of the respondents are disagree and 2% of the respondents are strongly disagree on ownership of the assigned responsibilities.
- ✓ 54% of the respondents are agree, and 2% of the respondents are disagree view on exercising responsibilities .

- ✓ 59% of the respondents are agree, and 2% of the respondents are strongly disagree opinion on outcome of commitment.
- ✓ 59% of the respondents are agree, and 3% of the respondents are disagree on organizational goals.
- ✓ 53% of the respondents are agree, and 4% of the respondents are disagree view on continuous improvement.
- ✓ 48% of the respondents are agree and 2% of the respondents are disagree opinion on integrated objectives.
- ✓ 44% of the respondents are agree, and 3% of the respondents are disagree on business activities.
- ✓ 41% of the respondents are agree, and 5% of the respondents are disagree on consistent result.
- ✓ 69% of the respondents are agree, and 1% of the respondents are disagree on the assertiveness.
- ✓ 53% of the respondents are agree, and 2% of the respondents are disagree opinion on integrity.
- ✓ 53% of the respondents are agree, and 2% of the respondents are disagree on the self - sufficiency .
- ✓ 45% of the respondents are agree, and 7% of the respondents are disagree on the high emotional stamina.
- ✓ 61% of the respondents are agree, and 2% of the respondents are disagree on command of the basic facts.
- ✓ 48% of the respondents are agree, and 5% of the respondents are disagree on the quality consciousness.
- ✓ 51% of the respondents are agree, and 4% of the respondents are disagree in the organizational awareness.
- ✓ 59% of the respondents are agree, and 2% of the respondents are disagree on the standard and specifications .
- ✓ 61% of the respondents are agree, and 1% of the respondents are disagree on the presentation skills.
- ✓ 47% of the respondents are agree, and 4% of the respondents are disagree on the analytical and problems solving skills.

- ✓ 60% of the respondents are agree, and 1% of the respondents are strongly disagree in the concerns for excellences.
- ✓ 53% of the respondents are agree, and 1% of the respondents are strongly disagree on negotiation skills.
- ✓ 63% of the respondents are agree, and 1% of the respondents are disagree view on listening skills.
- ✓ 58% of the respondents are agree, and 2% of the respondents are disagree on developing precision in communication.
- ✓ 54% of the respondents are agree, and 1% of the respondents are strongly disagree opinion on persuasiveness.
- ✓ 41% of the respondents are neutral, and 2% of the respondents are strongly disagree on sensitivity .

Findings of Hypothesis

- It is inferred that is calculated value greater than that of table value. Hence null hypothesis is rejected ,since there is relationship between gender and inspires and motivates others with enlightened insights
- It is inferred that is calculated value greater than that of table value. Hence null hypothesis is rejected, since there is relationship between age and provides rewards, feedback and recognition.
- It is inferred that is calculated value greater than that of table value. Hence null hypothesis is rejected, since there is relationship between salary and business activities of the employees.

- **SUGGESTIONS:**
    - ✓ The organization should be improve the vision and purpose. The employee to perform in vision and attain the target to the reaches their purpose.
    - ✓ The organization to have make in the developing the employee commitment.
    - ✓ The organization adopting the communication and interpersonal competencies of the employee.

- ✓ The organization should be continuously invested their time and effort to build the employees competencies.
- ✓ The organization should maintain the values and ethics among the employees.
- ✓ The organization maintain the technical knowledge ,skills ,ability to provide and achieve the goal and success.
- ✓ The company should develop a competency model as applicable for the various managerial positions at BHEL.
- ✓ The organization prepares the employees for succession plan by improving their KPA's(Key Performance Area) through proper training.
- ✓ The analysis of the empowerment & training very poor and analyzing the training needs and providing the organization.

CONCLUSION

A competency mapping is description of skill, traits, experience and knowledge required for a person to be effective in a job. For instance, management competency includes the traits of systems thinking and emotional intelligence, and skills in influence and negotiation. A person possesses a competence as long as the skills, abilities, and knowledge that constitute that competence are a part of them, enabling the person to perform effective action within a certain workplace environment. Therefore, one might not lose knowledge, a skill, or an ability, but still lose a competence if what is needed to do a job well changes.The company has the efficient management of raw materials purchasing, sales and service of finished goods, customer relationship.From this study, some of employees are in need to improve their skills especially in understanding their responsibility and their role in attaining the organization objectives. It can be suggested that the above shortfalls of the employees can be eradicated through proper training to the employees. Then it will be helps the organization to reach its goal very easily & effectively.

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