ORIGINAL ARTICLE

"ANALYSIS AND INTERPRETATION OF COMPETENCY MAPPING

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Abstract:

"Competency mapping is a process through which one assesses and determines one's strength as an individual worker and in some cases, as part of an organization". It generally examines strength of the individual in areas like team structure, leadership and decision making.
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".
Organization use competency mapping to analyze the combination of strength in different workers to produce the most effective team and the highest quality work.

INTRODUCTION

Competency mapping can also be done for contract or freelance workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer.
A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field they would best make use of his or her competencies. If any company does not respond to competency mapping by reorganizing its employees, then it can be of little short term benefit and may actually result in greater unhappiness on the part of individual employees.
However, competency mapping can ultimately serve the individual who decides to seek employment in an environment where he or she perhaps can learn new things and be more intellectually challenged

WHY IT IS DONE?

Today it is recognized that an effective competency framework has applications across the whole range of human resource management and development activities. Competency mapping as an essential vehicle for achieving organizational performance through focusing and reviewing an individual's capability and potential. Competency framework can be a key element in any change management process by setting out new organizational requirements. Competency mapping providing a framework for the learner, with his or her manager, to take responsibility for their own learning. Competency mapping is also useful to identify effectiveness of organization.

RESEARCH METHODOLOGY

Research in common refers to a search of knowledge. In fact research is an art of scientific investigation. It involves lot of study of data available, collection of new information, venturing new paths to come to different conclusions about any chosen concept. It is a learning process which brings together knowledge, creativity, analytical abilities, and more.
According to the advanced learning dictionary research is defined as "Careful investigation or enquiry especially for finding"
While doing this project on competency mapping, the research was to find out importance of these documents for an organisation, understanding of the documents among the employees, and its overall

effectiveness.

To achieve the said objectives lot of data was analyzed, which included primary as well as secondary data. The details of the same are as given below

Sources of Data –
The data needed towards the research is both primary and secondary data.

Primary Data –
Primary Data was collected in the form of Opinion Survey done in various departments to observe the level of understanding, involvement of employees in competency mapping. The survey also tried to find out if there are any suggestions for improvement in the process of competency mapping from employee's point of view. Performa of the Questionnaire is given in the annexure.

Secondary Data –
The secondary data is the Documents as follows-
Competency mapping of Employees during last financial year
Organization Chart of the organisation

These documents were studied to understand the current status of competency mapping in the organization. It helped in understanding what aspect of competency were analyzed in past.

Questionnaire Design –
The questionnaire designed had 7 simple questions, out of which 6 were objective and 1 question was subjective in nature. These questions were framed mainly to gain idea about

How aware employees are about the importance of competency mapping
What they think is most important part of competency mapping
How clear they are about their own duties and responsibilities
How often they think this activity needs to be carried out
Who they feel are best prepared to prepare competency mapping for an individual employee
What they think will improve the current process of Drafting competency mapping

It was kept limited to only one page to avoid employee ignorance towards the lengthy document. It was kept mostly objective to facilitate quick and easy processing. The subjective question was kept last as it needed more time than others.

Sampling Technique –

The sampling was done purposive as well as random sampling.
The total population was 100 employees in management grade. The sample size was 20 which are about 20 % of the total population.
The samples were chosen with a view to do justice to all departments, and at the same time the samples are chosen randomly within the department to avoid biased or one sided opinions from the survey.

ANALYSIS AND INTERPRETATION OF DATA

The steps followed at MHIL for competency mapping are as follows

Preparation of Organisation Chart
The first step we took in preparation of competency mapping for the management staff was to update the organization chart for the year 2008-09. Preparing the organization chart helped in understanding current employee strength with various details such as

Total no of employees
No of Employees at Different Grade
No. of employees in each Department
Hierarchy structure of the departments

This step enabled us to know who all are included in the management staff for which the

competency mapping needs to be prepared/Updated.

Preparation of Functions Chart/Diagram

This chart was produced with the help of Section Heads to understand different processes followed in departments. The process chart was prepared on the similar lines with Organisation chart, with only difference that it gave details of positions at various levels and what processes were carried out by these positions.

The process chart helped us understand

Different processes followed in all departments
No. of people working on each process
Common functions carried out by people in different Departments
New procedures if any which need to be covered under current competency mapping
Change in processes which need to be updated in already existing competency mapping.

Plan for Preparation of competency mapping

After the first two steps were completed successfully, the HR team got clear understanding of the current strength of the organisation, its distribution in various departments, into various functions, processes, new positions, change in nature of functions, etc. After doing this initial survey The HR team compared the competency mapping available with the total no of management staff to identify available for various positions and to identify position which needs changes in competency mapping as well as preparation of new competency mapping. The whole process diagram was then divided in different Departments like

Production CMG, FCG
Research and Development
Maintenance
Quality Assurance
Purchase/ Stores
Sales and Marketing
Accounts
HR/ Personnel

The plan was prepared to meet all section heads and department heads to understand and work on the Current competency mapping.

Actual Preparation of Documents

As per the schedule the HR team met different department Heads and worked on the first draft.The Team also took assistance of HOD and job experts from the organisation to draft the first copy of competency mapping. These documents were now ready to be used for taking employee opinion and to be finalized after the same.

Its contents

Taking Employee inputs –

Employees are usually shown the rough draft and there opinion is taken to understand their point of view in preparation of competency mapping.
This is usually done by showing the document to the individual and taking his feedback on the same. At this stage we used a questionnaire to get employee inputs not only about the document prepared but also to know their level of understanding of the competency mapping with regards to its importance.

Its clarity
Its simplicity
Its preparation and

3

Frequency with which it should be modified/ prepared, etc.
The opinion survey and its results are given as follows

The Employee Opinion Survey

The survey was conducted within a sample population chosen with the help of questionnaire designed to understand the employee's view about the competency mapping.

Its analysis is as follows-

QUESTION NO 1

Do you think competency mapping is important Documents?	TOTAL
Yes	19
No	00
Partially Agree	01

Concept -
The question is asked to understand if people are aware of competency mapping and if they find these documents valuable enough. Being the first question it was also used as an introductory question to give idea to employee about what follows.

Analysis –
From the above table we could see that 95% of employees are agreeing with the fact that competency mapping are important documents. Only 5% employees partially agree with the same. And there is no one giving a negative feedback about the same.

Interpretation –
From the above analysis it could be said that majority of respondents are agreeing with the fact that competency mapping is important document from organizational point of view.

QUESTION NO 2

What contents should be included while preparing a competency mapping of an individual employee? (Rate as per Priority)	AVERAGE
A. Basic information: i.e. Name, Job Position, Grade, Dept.,DOB,DOJ	07.60
B. Educational competence	04.56
C. Skill**:** Communication, negotiation, influence, initiative, team work, problem . Solving, Decision making.	03.76
D. Technical/Functional skill	04.96
E. Experience competence	06.00
F. Training exposure-Mandatory	08.64
G. Training exposure-Desirable	11.36
H. Behavioral competence: Commitment, Lovalty, Egareness to learn & take additional work.	10.24

Concept –
The 2nd question was framed to find out what people think should be part of competency mapping. The employees were asked to rate the questions from one to ten as per priority. The contents with least total score are taken to be most important and vice versa.

Analysis –
From the above table the following aspects were seen to be gaining importance as part of competency mapping.

"ANALYSIS AND INTERPRETATION OF COMPETENCY MAPPING

1) Basic information: Name, Age. Grade, Dept., position, DOB, DOJ and so on.
2) Educational competence
3) Skill: Communication, negotiation, influence, initiative, team work, problem Solving, Decision making.
4) Technical/Functional skill
5) Experience competence
6) Training exposure-Mandatory:
7) Training exposure-Desirable
8) Behavioral competence: Commitment, Lovalty, Egareness to learn & take additional work.

Interpretation –

From the analysis it shows that the regular duties and responsibilities are most rated as against the other specific needs of a job.

QUESTION NO 3

Is the information in competency mapping understood by you?	TOTAL
Yes	20
No	0
Partially Agree	0

Concept –
The question was drafted to understand if the competency mapping is understood by that particular job holder. It was framed to find out if the drafting of competency mapping is done effectively enough to create complete understanding of a particular job.

Analysis –
The table shows that 100% employees could clearly understand the information given in competency mapping there was no employee who could not understand the details stated in the competency mapping.

Interpretation –
The analysis shows effective drafting of the information as there is no negative feedback about understanding of the same. It shows that employees understand completely what there duties and responsibilities are.

QUESTION NO 4

Are all the duties spelled clearly in the competency mapping?	TOTAL
Yes	19
No	0
Partially Agree	1

Concept –
This question is drafted to understand if employees are satisfied with the levels of inputs of competency mapping. The question is to find out if the documents are inclusive or exclusive in nature.

Analysis –
From the data we could see that 95% of employees are of opinion that the duties are clearly spelt in the competency mapping. Only 5% employees are of opinion that it is not as clearly stated as needed. And no employee thought that the duties are not clear at all.

Interpretation –
The analysis shows that there **is clarity in the document and employees are overall satisfied about** clarity in the same.

QUESTION NO 5

Who do you think is the best person to draft competency mapping for individual employee?	TOTAL
Employee himself	3
Immediate Superior	8
Head of Department	3
HR Department	1
Combination of All	4

Concept –
The above question was drafted to find out who the employees think is best person to Draft duties and responsibilities of the employee. It included choice of superiors, HR department and combination of all.

Analysis –
The information shows the following trend
Employee himself – 13%
Immediate Superior – 36%
Head of Department – 30%
HR Department – 4%
Combination of All – 17%
The above information shows a mixed trend and there were couple of feedbacks also were towards combination of immediate superior and HOD in the preparation of the document.

Interpretation –
The analysis shows that the employees have rated the immediate superior the most in drafting the competency mapping. The Head of Department comes after that followed by the combination of all the four. On the other hand HR department and employee himself were the last two choices in drafting of the same.

QUESTION NO 6

How often do you think we should review and modify the competency mapping?	TOTAL
Every 6 months	2
Every year	13
Every 2 years	0
As per need	5

Concept –
 Question no 6 is framed to take employee opinion about the frequency of modification of competency mapping. The options lie from half yearly to two years or as per need of the organisation. The object is to check whether current system is good enough or need modification with regards to its frequency.

Analysis –
The responses received for the same are again varied in nature. It could be given as follows
Every 6 months – 10%
Every year – 61%
Every 2 years – 0%
As per need – 29%
The option of every year is voted the most, a good lot of people feel that it should be reviewed as per need, but no votes are given to the option of every two years.

Interpretation –
The data shows that employee response is mostly to do it yearly. Some of them also believe that it needs to be reviewed as and when required. There is 10% of them who think the activities need to be reviewed half yearly. But no employee believed that there should be a gap of 2 years.

QUESTION NO 7

The seventh and the last question were subjective in nature. It was framed to get any suggestions from employees about further improving the standard of competency mapping. The various responses are given as below

Q. What changes would you like to suggest in improving the current process of competency mapping?
1. Competency mapping should be drafted by immediate superior and should be coordinated by HR
2. Should show linkage with jobs
3. It should also cover opportunity to grow and take on additional responsibility
4. Competency mapping to be reviewed by immediate superior and head of department
5. Include future projects in competency mapping
6. Interacting departments should be involved in making of this; competency mapping should be communicated/ accessible to all interacting departments
7. It should be position specific
8. A group discussion between employee, immediate superior, and HOD is needed at the first stage of drafting of competency mapping to make it more practical
9. Employee involvement is needed

Making changes if any -
Out of 20 employees 9 gave suggestion which they thought would help improve the current procedure of competency mapping. It gave new ideas like including Advanced elemental competencies in the competency mapping, group discussion in all members, and so on.

Finalizing the Documents –
The documents were finalized after incorporating the changes suggested. The controlled copies were stored at HR for ready availability in case of need.

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