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“STUDY OF COMPETENCY MAPPING”

D. B. BAGUL

“Director”, RJSPM, Institute of Computer and Management Research,
Alandi, Pune.

Abstract:

Today, organizations' focus shift from skill sets to the core competency that will see them through crisis. It is the major factor that determines the success of the organization. It provides a common language & method that integrate all the major HR functions & services like-Recruitment, Training, Performance appraisal.

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.

Competencies enable individuals to identify and articulate what they offer - regardless of the job. 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. Introduction of competency mapping has also involved introducing skill appraisals in performance appraisals.

The slowing economy around the world has put new and increased pressure on an organization's capability to get more out of the available resource they have, and this often translates into pressure on the individual employees. That is where it is important to correlate performance result with competencies. It is therefore imperative to define a set of core competencies which corresponds the organization's key market differentiator. 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.

For Managers:

The competency mapping provides following advantages to the managers:

*Identify performance criteria to improve the accuracy and ease of the selection process.
Provide more objective performance standards.
Easier communication of performance expectations.
Provide a clear foundation for dialogue to occur between the managers and employees and performance, development and career-oriented issues.*

For Employees:

The employees in an organization get the following advantages by competency mapping:

“STUDY OF COMPETENCY MAPPING”



*Identify the behavioral standards of performance excellence.
Provide a more specific and objective assessment of their strengths and the tools required to enhance their skills.
Enhances clarity on career related issues.
Helps each understand how to achieve expectation.*

KEYWORDS

Recruitment, Training, Performance appraisal, Competency mapping, Career, Aptitude, High Profile of brain, Achievement, Narvon, Openness, Courage, Eagerness, Agreeableness, Neuroticism, Motives, Character

NEED FOR THE STUDY:

Competency mapping is very important development for HR function. It provides much needed objectivity to HR activities.

With the help of tool like competency mapping, role of HR has changed from support function to core function. With competency based HR systems and programs, HR functions can directly contribute to organization effectiveness. The competency mapping technique should be used for enhancing organizations competency to serve its customers. Gains the clearer sense of true marketability in today's job market.

OBJECTIVES OF THE PROJECT:

To find the Impact of Competency mapping on Individuals Growth.
To understand the process of implementing Competency Mapping in an Organization.
To comprehend how Competency Mapping IS linked to various practices.

Scope of the Study:

My research project for the organization will help to find out the impact of the competency mapping upon the individuals growth. Also, competency mapping among the employee of Sai Prasad Properties Ltd. the researcher has given insight into various dimensional factors that influenced competencies, like factors on job related characters, attitudes of top management.

This study will also help the management to the job related problems, increase motivational activities & develop the employees in such a way that their career goals are archived.

Employees are considered for the study is order to understand how they mapping, their talents with respect to their working environment & training provided by the company.

RESEARCH DESIGN & METHODOLOGY

The research objectives state that what information is needed to solve the problem.
Here the objective of other research is proper mapping of the competency of the employees of "Sai Prasad Properties Ltd." with the help of 360-degree approach.

Types of Data:

Both Primary & Secondary data has been used for the research study.

Sources & methods of data Collection:

a)Sources of Prima Data Collection-

Primary Data for the r search study has been collected by following ways:

- 1.Observation
- 2.Field Observation
- 3.Questionnaire
- 4.Discussion with the concern members especially employees of grade 'M'.

Sources of Secondary

Secondary data for the research study has been collected by the following sources:

1. Books
2. Research Journals
3. Business magazine
4. Online Database.

Limitation of the study:

1. It is limited to the employees working at the Pune area offices and the offices which are situated outside Pune are not covered so, it is the limitation of study.
2. Time period of the project is limited that is two months only which is not sufficient.
3. Answers given by some employees may be bias due to loyalty towards organization.

FINDINGS, CONCLUSION & SUGGETIONS

Main Findings-

The employees has been gone through the questionnaire of the research study and it has been found that the competency which is generic and the most of the employees from the organization are lacking is “AnalyticalSkills”.

Second most important generic competency most of the employees are lack of tendency to work. Problem solving capacity is also one of the very crucial competencies the employees are lacking of. Most important in all the discussion is 'M' level employees are at higher position in the organization still lack of optimistic view.

According to rating scale, the employees within the organization who are not flexible are less.

The interpersonal sensitivity percentage is less.

The employees who have the knowledge of government & client's business are average III no.

The understanding of the labor law is among the employees is very less in number.

Other Findings:

- There is need of the training programmes for 'S' Level employees.

CONCLUSION:

The employees in the organization are competent enough to do their job well but for the fine work, extra skill set is definitely required.

The training programs is to improve scientific and systematic training in the organization and promotion.

Motivation is to improve their competencies in which they are weak. Employees lack in taking initiatives and risk in Sai Prasad Properties Ltd. The employees take initiatives and risk it will improve their competencies.

SUGGESTIONS:

As competency mapping is the tool for the individual's knowledge, attributes and skills, there has to be training session for it after analyzing the scenario of the employees.

For the bridging of the communication gap, the meetings of the employees with the top management should be arranged.

Training programmes should be arranged according to the needs of the employees.

There should be one day in a month where the HR executive should ask all the employees about their all the problems and try to solve them.

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258/34 Raviwar Peth Solapur-413005, Maharashtra
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