

At the heart of any successful activity lies a competence or a skill. Competency Mapping is important and is an essential exercise in all organization. In this context, the present study was undertaken with the main aim of finding out the level of competency prevailing among the executives at a public sector and to provide suitable suggestion. The universe is consisting of 1616 executives from various departments out of which 308 respondents were taken as the sample by adopting Stratified Proportionate Random Sampling technique using lottery method. The questionnaire contained specific items to assess the Managerial Competency, HR Competency and General competency level Perceived by the executives. The major findings were that nearly half of the respondents have moderate level of overall managerial competency, HR Competency and general competency. Suggestion pertaining to the study given is that the management should organize more Capacity Building programmes.

Competency Mapping – Dynamic Approach For Industrial applications

The main objective of competency mapping is to conduct a complete analysis of job role and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. Competency Management is defined to encompass all instruments and methods used in an organization to systematically assess current and future competencies required for the work to be performed, and to assess available competencies of the workforce. Competencies are defined as the cognitive (e.g. Knowledge and skills), affective (e.g. Attitude and Values), behavioural and motivational (e.g. Motives) characteristics or dispositions of a person which enable him or her to perform well in a specific situation.

Boyatzis (1982) defined a competency as “an underlying characteristic of a person in that it may be a motive, trait or skill aspect of one’s self –image or social role or body of knowledge.”

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization. It’s about identifying a person’s job skills and strengths in areas like teamwork, leadership, and decision-making. Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field.

The steps involved in competency mapping with an end result of job evaluation include the following:

Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). This can be provided for incumbents to complete, or you can conduct one-on-one interviews using the PIQ as a guide. The primary goal is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.

Using the results of the job analysis, you are ready to develop a competency based job description. A sample of a competency based job description generated from the PIQ may be analyzed. This can be developed after carefully analyzing the input from the represented group of incumbents and converting it to standard competencies.

With a competency based job description, you are on your way to begin mapping the competencies throughout your human resources processes. The competencies of the respective job description become your factors for assessment on the performance evaluation. Using competencies will help guide you to perform more objective evaluations based on displayed or not displayed behaviors.

Taking the competency mapping one step further, you can use the results of your evaluation to identify in what competencies individuals need additional development or training.

This will help you focus your training needs on the goals of the position and company and help your employees develop toward the ultimate success of the organization.

As a HR Manager, one has to establish and foster a culture, building strong working relationships within the organization,

working closely with the team, ensure that needs are met, issues are addressed and situations are managed in a collaborative, consultative, creative and flexible manner. One has to continuously enhance the process and be a part of the business plan. Competencies, model for HR head has 11 competencies. They are Strategic Thinking, Business Acumen, Relationship Building and Networking, Team Leadership and Development, Results orientation, Impact and influence, Communication, Personal Effectiveness, Internal Customer Orientation, Human Resource Expertise and Change Leadership. According to competency Levels there are four levels they are : Practical competency - An employee's demonstrated ability to perform a set of tasks, Foundational competence - An employee's demonstrated understanding of what and why he / she is doing. 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. Applied competence - An employee's demonstrated ability to perform a set of tasks with understanding and reflexivity.

One of the major reviews has insights related to the Excellence in human resource management is of particular significance particularly in view of growing and unpredictable impacts and consequences of globalization. In the present day, achieving excellence requires Organisations to become global and in both cases, human resource management will be playing a pivotal role. HRM must be capable of providing pathway / roadmap to Organisations aspiring to become global and an Organisation which has become global, HRM must achieve excellence. Lengnick-Hall (2003, 2005) point out to HR at crossroads in many Organisations as one that can be outsourced, automated and relegated to a secondary support role as they have primarily considered themselves as deliverers of HR services. Continuing to operate along principles and methods that were effective in the industrial era will lead to the declining importance of HR function and an erosion of its ability to contribute directly to Organisational effectiveness. According to them a rethinking is required in respect of the roles of HR in the knowledge economy so as to have a large and direct impact on the success of the Organisation.

RESEARCH METHODOLOGY

Research means a search for knowledge and Methodology means a guideline system for solving problem, with specific components. Research methodology has become an integral part of social research. In this context, the present study was undertaken with the main aim of finding out the level of competency prevailing among the executives at a public sector and to provide suitable suggestion. The universe is consisting of 1616 executives from various departments out of which 308 respondents were taken as the sample by adopting Stratified Proportionate Random Sampling technique using lottery method. The questionnaire contained specific items to assess the Managerial Competency, HR Competency and General competency level Perceived by the executives. In order to find out the managerial competency, the researcher used the standard Job Competences Survey scale by Dulewicz and Fletcher (1986), Chanda and Kabra (2000) scale to assess the HR competence and Walter scale to identify the general competency of the executives.

FINDINGS

It is inferred that the significant percent (62.3%) of the respondents are in the age group of 45 to 60. Less than one fourth (23.7%) of the respondents are in the age group of 25 to 35 and the remaining (14%) of the respondents are in the age group of 45 to 60. The mean age of the respondents is found to be 44.95 years. Regarding the designation less than one fourth (23.4%) of the respondents were managers. Less than one fourth (22.4%) of the respondents were deputy managers. Less than one fourth (15.6%) of the respondents were deputy general managers. (14.6%) of the respondents were

engineers. Few percent (9.1%) of the respondents were senior engineers and senior managers and very few percent of the respondents (5.8%) were senior deputy general managers and while analyzing the type of family there is significant percent (65.9%) of the respondents were form nuclear family and less than one third (34.1%) of the respondents were form joint family. The major findings were that nearly half (49.7%) of the respondents have moderate level of overall managerial competency, nearly half (49.4%) of the respondents have moderate level of overall HR Competency and general competency and further the test was applied to find out the significant of this study.

**KARL PEARSON'S CO-EFFICIENT OF CORRELATION
BETWEEN THE RESPONDENT'S AGE AND THEIR PERCEIVED
LEVELS OF COMPETENCY**

VARIABLES CORRELATION
VALUE

SIGNIFICANCE

Managerial Competency .282 P<0.01

Significant

HR Competency .223 P<0.01

Significant

General Competency .227 P<0.01

Significant

This table shows that there is a significant relationship between age of the respondents and Managerial, HR and General competency. It clearly shows that the old people who are employed can energetically work in the service. This can be explained on the basis of longer period of service has a greater competency to do their work.

**ONE WAY ANALYSIS OF VARIANCE AMONG THE RESPONDENTS DESIGNATION AND THEIR PERCEIVED LEVELS OF
COMPETENCY**

Variables Mean Standard Deviation Sum of Squares df Mean Square F
OVERALL MANAGERIAL COMPETENCY

Between Groups G1=151.20 22.932 19874.584 6 3312.431
7.471

P<0.05

Significant

Within Groups G2=159.71 19.970 133450.59 301 443.357

G3=160.99 23.119

G4=166.92 21.270

G5=171.36 13.966

G6=177.10 16.352

G7=172.39 27.912

HR COMPETENCY

Between Groups G1=225.62 43.554 49243.376 6 8207.229
5.524

P < 0.05

Significant

Within Groups G2=236.04 43.168 447229.79 301 1485.813

G3=237.81 38.029

G4=239.35 41.418

G5=254.04 27.764

G6=263.29 30.050

G7=264.50 42.049

GENERAL COMPETENCY

Between Groups G1=160.67 28.582 14578.143 6 2429.690
3.756

P < 0.05

Significant

Within Groups G2=165.11 26.479 194725.32 301 646.928

G3=171.77 24.427

G4=174.47 26.325

G5=179.79 18.965

G6=180.13 23.371

G7=183.56 29.396

G1 = Engineer/Officer/Executive

G2 = Senior Engineer/Executive

G3 = Deputy Manager

G4 = Manager

G5 = Senior Manager

G6 = Deputy General Manager

G7 = Senior Deputy General Manager

It can be inferred from the mean that Deputy General Manager and Senior Deputy General Manager have better competency than other designation of the respondents. This may be due to the influence of age, year of experience and educational qualification. It is clear that there is a significant relationship among the designation of the respondent and level of Managerial, HR and General competency.

DIFFERENCE BETWEEN THE RESPONDENTS FAMILY TYPE AND THEIR PERCEIVED LEVELS OF COMPETENCY

VARIABLES TYPE OF FAMILY MEAN STD. DEVIATION 'Z' VALUE

Managerial Competency

Joint 165.77 21.715 .471

df = 306

P>0.05

Not Significant

Nuclear 164.52 22.710

HR Competency

Joint 244.88 42.791 .499

df = 306

P>0.05

Not Significant

Nuclear 242.38 38.896

General Competency

Joint 174.97 26.538 .997

df = 306

P>0.05

Not Significant

Nuclear 171.82 25.887

It shows from the mean and standard deviation there is not much of difference in joint family system and nuclear family with regards to the competency level and that Family type has no influence upon Managerial, HR and General competency. Hence the family system do not have the difference in the competency.

SUGGESTIONS

The organization must create extensive awareness about the importance of competency mapping system as it was found that a lot of employees have moderate level of competency in most of the dimension. The social worker can explain the various type of awareness to be provided to the people. Human Resource Manager should ensure in all the aspect like recruitment, performance appraisal, training and development and pay competency based approach is been applied and the management should organize more Capacity Building programmes.

CONCLUSION

Competency Mapping plays an important role in attaining the organizational expectation through development of employees which make an excellent organizational culture and also gives job satisfaction to the employees. It is essential to introduce new strategies and techniques to identify competency gap and take initiatives to reward standard performance which would bring good results. Therefore, it is concluded that competency mapping helps to consistently measure and assess individual and group performance to accomplish the objectives of the organization and it will further help to the expectation of the organization.