Competency Mapping - Employee Evaluation Sheet

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ABSTRACT *The competency mapping is a vital requirement for all the manufacturing industries. This has to be meticulously followed in all the functions supported by human resource department. According to 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 a job. Manufacturing concerns would expand in stage by stage and depends on the market size, demand and other environmental factors including demographic and political situation. Competency mapping holds different branches according to the frame work. This compromise the skill sets of Education, Knowledge, awareness, experience, intellectual, qualification and experience. Competency Mapping is a process of identification of competencies required to successfully perform a particular job or role or a set of tasks at a given point of time. (jain 2013)These metrics are tuned up in the mapping process and creating the new organizational structures for employees with necessary motivation, the definite improvement of manufacturing industries is very much possible. This research attempts to describe the existing concepts on competence mapping. The purpose of this research is to present the existing phenomenon.*

INTRODUCTION

Human resource department is an origin for quality employees recruiting and slotting them right place with correct responsibility. This can be called as 3R – Right Person, Right Job and Right Place. Twenty years ago, selecting, mapping and recruiting are Hercules's task in Indian industries. ALBANESE (1989) Competencies are personal characteristic that contribute to effective managerial performance. Some of the industries are taken for the quote namely, Ashok Leyland, TVS, Enfield, Dunlop, Addison & Simpson, Rane are the pioneer in manufacturing organization and abide with factory act 1948. Intuition of globalization policy in Prime Minister PV Narshima Rao Regime in the mid of 1990's, the multinational companies, foreign investors have had started to invest in our mother land to explore the opportunity in manufacturing field. The afore said policy multinational companies like Hyundai, Ford, Wabco, Suzlan have born in India. Cross culture environment New Technical -Know and different approach in human capital employment and hiring policies are adopted in the industries.

During this period the employees attrition rates are high , And movement taken between these companies are enormous for the menial benefits and advantages. These people have gained different approaches, vertical thinking, Good Problem solving Techniques, Kaizen, and continual improvement along with enhancement of current technical qualification.

SCOPE OF THE STUDY

Competency mapping is widely followed in industries for defining the organization structure and working out the required skill sets in the human capital. Bigger organizations are depending outside agencies to suit their operating skill sets available in the job market. Resume based selection in the job market by the third party agencies would not fit into the exact need curve of the organizational structure. This would not impart without some Indian or overseas trainings are required to map the actual need. Pre-selection and post selection mapping are essential to extract required from the employee to maximize the organizational efficiency to match the industrial average and industries standard par with global bench mark.

OBJECTIVE OF STUDY

1. The main objective of this study is to conceptually analyze the method and importance of competence mapping through various literatures, and to identify the competency gap based on Employee evaluation score card.
2. To suggest the organization, (MOP) Measure of performance is based on the systematic and structured system to map the employees in a particular function with the organizational objectives.

The deliverables of employees would be fixed in the ten point scale and distribute and balance population to meet the organizational goal. The population distribution would be done based on the competency matrix with structured approaches.

REVIEW OF LITREATURE

Boyatzis (1982) 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 de-sired results. RANKIN (2002)"Competencies are definition of skills and behaviors that organization expects their staff to practice in work". ANSFIELD (1997) Underlying Characteristics of a person that results in a effective superior performance. HAYES (1979) Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job.

Mrs .B.R. Celia & Mr. M. Karthik (2012) are dealt in "Competency Mapping of Employees in a Power Sector"; they made survey with Electricity employees at Chennai. From the data collection, the employees are to be improved in the areas of Product Knowledge, Behavioral with consumers, Communications.

Mr. Mily Velayudhan. T.K (2011) has discussed about the

study of "Competency Mapping" need for employees for two Software Company with 147competencies which is relating to 20 broad categories and the dimensions are Drive for results, Process management, Functional expertise, Personal effectiveness & ability to influence, Innovation, Team effectiveness, Customer service, Self-development orientation, Analytical thinking, Physical ability, Knowledge, Aptitude, Motivation, Communication, Leadership, Managerial ability, Negotiations, Personal values, Social skills, Technical competence. Simple random method was used to collect the data from the respondents. Tools like t test were used to identify the present competency levels and the competency gap. He found the gap between CTS & HCL companies and concluded HCL employees are require training for improve their effectiveness,.

Dr. Ajay Khousik (2014) has published his views in "Competency Mapping of Project and Delivery Management" for a Project based assignment for a team, he establish.

- For each role/positions., present the Job Element Analysis and write a complete job element analysis table, pinpoint the critical skills, knowledge and traits required
- For each role/positions., list the competencies as selected from the JEA table / quancom or company's values.
- BARS table for each competency analyzed, for each of the roles

He detailed the roles analysis by element vise and separate as characteristics of Knowledge & Skills.

Mr. Md.Ishtiak Uddin, Mr. Khadiza Rahman Tanchi, Mr. Md.Nahid Alam (2012) are dealt with "Competency Mapping is a Tool for HR Excellence". They used the following techniques

- Behavioral event interview
- Using the STAR technique
- Repertory grid with 7 steps for analyzing the skill set

Mr. R. Yuvaraj (2011) dealt with "Competency Mapping – A Drive in Indian Industries" The following STEPS he has identified as key competencies for an organization and the job within the function.

1. Identify the department for mapping.
2. Identify the Structure of the organization and select the grades & levels.
3. Job Description from individuals and departments.
4. Conducting Semi-Structured interviews.
5. Collecting interview data
6. Classify the required Skill list.
7. Identify the skill levels.
8. Evaluate identified competencies and skill levels with immediate superiors and other heads of concerned departments.
9. Preparation of Competency calendar.
10. Mapping of Competencies

Also he used the following methodologies for concluding the Job and Behavioral competency for an organization

- Research Design
- Sampling Method
- Sampling Design

Dr. V. K. JAIN (2013) dealt with a Case study Competency Mapping in Indian Industries; he had a case study at RXY laboratories worked out following key competency and arrived a score board and fined the improvement areas of individual.

- Technical
- Behavioral
- Assignment of Scores on Attributes, Skills and Knowledge of the Employees
- Assessment of Overall Competency of the Employees

Mr. Sunil J Ramlall (2006) dealt in his research for "Identifying HR competencies and their relationship to Organization practices". He has taken a survey with HR professional in the level of HR VPs, HR Directors, HR Managers, HR generalist & HR Specialist in 66 different companies. He circulated the survey of sample size 224 populations and he got feedback with 104 populations.

He has more dealt with HR functional strategy of their regular function contribution like Staffing, HR implementing strategies, Administrative tasks, Designing HR strategies, Labour relations, Organizational assessment and legal aspects. He detailed about HR competency as, the HR personnel should aware of all departmental deliverables and responsibility and create an effective appraisal system to analyze the individual competency levels.

Mr. Shulagna Sarkar (2013), from the article he has discussed about "Competency based training needs for Indian organization". He has discussed about the 5 set of competency to create for analyzing about the individual employees to decide for training needs for individuals.

Methods used the following for competency based training needs
o   Analyzing the Organizational & Individual goals
o   Identifying and define the competencies (Set Standard)
o   Measure current level
o   Provide need based training
o   Industrial Application

Tools used for the above are
o   Job analysis questionnaire
o   Psychometric test questionnaire
o   Direct Observation
o   Checklist Method
o   Questionnaire for Expert Opinion
o   Direct Observation rating
o   Training Feedback questionnaire

RESERCH PLAN FOR THE STUDY
Reason for Selection of this Study
The person who is working under manufacturing companies should posses the following element as per the Fig.1 and play in many angles to the succession of Individual, Management and HRD function relatively. All these factors are interlinked with the performance of organizational objectives and goals as planned by the Management.

Most of the organizations are lagging in structuring of their employees based on this competency mapping with respect to all these aspects.
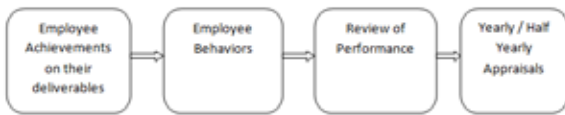
Fig.1

Source: Author construct

Now the manufacturing industries are capturing the performance of the employees as follows

Fig.2

Source: Author construct

From the above figure it is observed that in practical, while updating the achievements many organizations are failed to update the proper system for capturing the employee output concerns and finally Adhoc evaluation is happening.

To improve the appraisal system, the criteria is Structure a standard system which could majorly participating on evaluating their overall output efficiency with respect to their demanded management objectives has to fulfill. If they are perfectly reached in their deliverables, those are qualified for fulfilling organizational objectives.

Initiatives for HRD function
Analyze the departmental function responsibility needs of a manufacturing organization for the following departments concerns

* Engineering
* Planning
* Purchasing
* Assembly
* Quality Assurance
* Quality Control
* Assembly

The following basic need of responsible quality for individual function for the entire employee should be prepared as one time process for existing working personnel and file it as master record of employee.

EMPLOYEE EVALUATION SHEET						
					Date :	
Name of the Employee :					Present Grade :	
Cumulative Experience :						
Current Employer Experience :						
Criteria	Mark	Score	Immediate Appraiser	Reviewer	HRD comments	
Education	10					
Current Area of Experience	10					
Other Areas of Experience	10					
Other Field of Experience with relevant to Current field	10					
Specific Qualification	10					
Core depth of Knowledge	10					
Communication Skill	10					
Behavioural Quality for relevant working	10					
Multiple Skills with relevant current employer suitability	10					
Computer Skills	10					

The above result can be consolidates as master sheet for all the employees, and filtering by Master skills Vs Current function Vs Multiple Capability. According to the results restructure the personnel for all the departmental function and make a system for continual monitoring for further Training need and Motivation for the individual for success of the organization.

CONCLUSION
Creating an organization structure with clear roles and responsibility with NO ambiguity within the personnel can make healthy working environment and resulting the Good and Effective performance on their output. This paper may serve the employees understand the process and requirements of the organization. Further to effective training and motivate the individual and relevant appraisal system will get followed by the management can improve the company's image with the working personnel as well as society. Then the recruiting process will become easy to HRD personnel's, Good personality personnel will join in the organization.

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