



ORIGINAL RESEARCH PAPER

Management

A STUDY ON COMPETENCY MAPPING FOR CIVIL ENGINEERING CONTRACTORS.

KEY WORDS: Competency mapping, Emotional quotient, performance appraisal.

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ABSTRACT

In this study the existing Competency Mapping process of the organization is analyzed and its impact on growth of the organization if evaluated. The research is carried over for evaluating the Skill gap, required potential, training needs, performance appraisal, selection, promotion policies and motivation. Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

COMPETENCY MAPPING

"Competency mapping is a process that an individual uses to identify and describe competency that are most critical to success in a work situation or whole role".

Competency mapping is a process of identifying the key Competencies for an organization or a job and incorporating those Competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It is about identifying behavior and personal skills which distinguish excellent and outstanding performance from the average.

Competency only describes what has to be done, not how. So the competencies might describe the duties of a Sales Manager, for example, manage the sale office and its staff, prepared quotation and sale order processing, manage key Accounts and supervise and motivate the field sale force. The Competencies which might determine excellent in this role could include problem solving and judgment; Drive and Determination; Commercial Awareness further inter personal skills etc, all of which might be described further by Behavioral Indicators relating specifically to that post in that organization.

The steps involved in competency mapping are presented below:

1. Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). This can be provided for incumbents to complete, or used as a basis for conducting 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.
2. Using the results of the job analysis, a competency based job description is developed. It is developed after carefully analyzing the input from the represented group of incumbents and converting it to standard competencies.
3. With a competency based job description, mapping the competencies can be done. The competencies of the respective job description become factors for assessment on the performance evaluation. Using competencies will help to perform more objective evaluations based on displayed or not displayed behaviors.
4. Taking the competency mapping one step further, one can use the results of one's evaluation to identify in what competencies individuals need additional development or training. This will help in focusing on training needs required to achieve the goals of the position and company and help the employees develop toward the ultimate success of the organization.

COMPONENTS OF COMPETENCY. There are four major components of competency:

1. **SKILL:** capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.
2. **KNOWLEDGE:** understanding acquired through learning. This refers to a body of information relevant to job performance.
3. **PERSONAL ATTRIBUTES:** inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.
4. **BEHAVIOR:** The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured.

COMPETENCY ASSESSMENT

Competency assessment involves the measurement of an individual's competencies. Measures include cognitive ability tests, bio data instruments, structured interviews, job knowledge tests, diagnostic and promotion tests, and measures of customer service, and social skills. With the advent of increased agency responsibility for staffing decisions, valid personnel selection assessments are more critical than ever.

STATEMENT OF THE PROBLEM

Competency mapping is excessively used in the organisation to determine the crucial elements and activities. The basic reasons due to which the mapping of the competencies is done are as follows:

- Key performance areas can be improved by understanding the fields where there is a gap between the actual and the desired results.
- Through competency mapping, the individual is preparing himself for the next set of responsibilities.
- With the help of the competency mapping the individual can alter the style of work where the gap exists.
- Competency mapping leads the individual to understand the actual position and the gap from the desired states of work.
- Once the competencies are determined, proper training can be provided to be individuals to work more efficiently on the processes.

OBJECTIVES OF THE STUDY

- To measure the relationship existing between the competencies possessed by the Civil Engineering contractors and their performance.
- To know the impact of educational background in their performance.

RESULTS OF DATA ANALYSIS AND INTERPRETATION

It is evident from the above table that 81.33 percent of the respondents regard ethical as the vital important to become a successful contractor , 16.67 percent of the respondents consider the trait to be highly important and 2 percent of the respondents regard it as important.

63.33 percent of the respondents regard loyalty as the vital important trait for the success in the field, for 30.33 percent of the respondents, the trait is highly important, to 4.33 percent of the respondents, it is important and 2 percent of the respondents consider it as not important.

Regarding hard work as the most desirable trait for the success in the field, 74 percent of the respondents consider it as vital important and 26 percent of the respondents it is stated as highly important.

For the success in this field, 18.33 percent of the respondents regard dedication as the vital important trait, to 51.33 percent of the respondents it is highly important, to 28.33 percent of the respondents it is important and 2 percent of the respondents regard it is less important.

To 17.33 percent of the respondents professionalism is vital important, 43.33 percent of the respondents it is highly important, 32.33 percent of the respondents it is important and 7 percent of the respondents it is less important.

6.67 percent of the respondents consider academic traits as vital important, 4.33 percent of the respondents it is highly important, 18.33 percent of the respondents it is important, 34 percent of the respondents it is less important and 36.67 percent of the respondents it is not important.

For 54 percent of the respondents experience is the vital important trait, for 41.67 percent of the respondents it is highly important and 4.33 percent of the respondents it is important.

To 37.67 percent of the respondents communication trait is vital important, to 55.33 percent of the respondents it is highly important and 7 percent of the respondents stated as important.

35.33 percent of the respondents regard leadership trait as vital important, for 51 percent of the respondents it is highly important, For 11.67 percent of the respondents it is important and 2 percent of the respondents it is less important.

To 19.33 percent of the respondents the presentation trait is vital important, to 59.67 percent of the respondents it is highly important, 19 percent of the respondents it is important and 2 percent of the respondents it is less important.

For 20.33 percent of the respondents the business management trait is vital important, for 55.33 percent of the respondents it is highly important, 22.33 percent of the respondents it is important, 1.67 percent of the respondents it is less important and 0.33 percent of the respondents it is not important.

32.33 percent of the respondents regard technical skills as vital important, to 36 percent of the respondents it is highly important, 23.67 percent of the respondents it is important, 6.33 percent of the respondents it is less important and 1.67 percent of the respondents it is not important.

In order to identify the most desirable traits of the contractors the Friedman's test analysis is used and the results given below.

It could be noted from the above table that among the 12 factors "Ethical" is ranked first as the most desirable traits of

the contractor to be successful in this field. It is followed by "Hard work". "Loyalty" is ranked third.

Findings:

- Among the 12 factors under the most desirable traits of the civil engineering contractors, ethical ranks first. It is followed by hard work and loyalty.
- It is found out from the analysis that the all the outstanding performers state that the post qualification courses are not helpful for better job opportunities.

Suggestions:

- The management should create awareness about the importance of the competencies among the employees.
- They can ensure the relevant educational qualifications

CONCLUSION :

Competency mapping helps to increase the employee skills in the organization, competency leads to demonstration of skill and abilities, which results in effective performance within an occupational area. Competency mapping is a process that helps in identifying and mapping the competencies, required for the successful performance in a particular role.

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