A STUDY ON COMPETENCY MAPPING AT ULTRAMARINE & PIGMENTS LIMITED, RANIPET

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ABSTRACT

This is a competency era. It is beyond the doubt that it is beneficial and cost effective, to have competent people to occupy higher-level positions. Competency refers to the intellectual, managerial, social and emotional competency. Many organizations in India and abroad are channeling their efforts to mapping competencies and implementing assessment and development centers. Normally the purpose of analyzing training needs is to uncover the gap that exists between the present competency of the enterprise and the competency needed to reach strategic goals in the future. This study on Competency Mapping at Ultramarine & Pigments Limited, Ranipet is to identify the key competencies of the employees in the Blue Division. Mapping the competencies and identify the training needs for employees and to offer suggestions to the organization for the betterment of the employees as well as the organization. The type of research design used is Descriptive research design; census survey is adopted for collecting the information is convenience sampling. The required data has been collected through questionnaire and personal interview which covers the whole Blue Division having 68 employees. The collected data has been analyzed using the gap analysis. Identifying the key competencies for each position is done through job analysis by conducting the personal interview with the employees of the company. After this the standard competencies are fixed and the scoring was given by the superiors of each employee in the Blue Division. Questionnaire is developed with the help of key competencies and the gap is identified by comparing the standard competencies with the existing competencies of the employees. Thus competency mapping can be effectively used even at lower levels in this organization and we can enhance the effectiveness of our workforce who forms the backbone of the organization. Developing standard competencies can lead to competency based recruitment and selection and this can result in placing right person for right job with higher probability of better performance and low employee turnover.

Key Words: Abilities, Competency, Competency Mapping, Knowledge, Skill.

INTRODUCTION

Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector. They try desperately to improve the efficiency of their system. All the methods and approaches for improving the performance and efficiency of their operations points to a basis key factor– "Skill and Competency.

Every industry, especially production industries, emphasizes on skill and competency. It becomes mandatory for any production company, aiming at improving their performance, to map the skill level of their workers. Competency mapping is a technique of studying and analyzing the competencies possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons.

All the HR processes like talent induction, management development, appraisals and training yield much better results as a result of competency mapping, As it gives a more accurate analysis of the job requirements, the candidate's capability, gaps between the required and actual skills as well as training & development needs to bridge these gaps, it can play a significant role in recruiting and retaining people.

Competency mapping demonstrates what type of knowledge and skills are required and/or found within the human capital of the organization. An organization could use these personal competency maps to match people to jobs or positions or determine what training programs are needed to fill skill gaps.

REVIEW OF LITERATURE:

COMPETENCY MAPPING

Definition:

Competency mapping identifies an individual's strengths and weaknesses. The aim is to enable the person to better understand him or herself and to point out where career development efforts need to be directed.

S.Balaji, D.Vimala; "A study on competency mapping in Adecco service organizations, Chennai" in Asia Pacific Journal of Marketing & Management Review, Vol.1 No. 3, November 2012.

- The Study has made an attempt to identify the difference among the Performance of Employee of the Organization and the Competency Gap of each dimension of Competent Factors by using Statistical Tools like t Test and Radar Chart respectively. A total of 11 dimensions have been used to assess the performance level and identify the gaps. The Competency Gaps are found to be higher in Job Related Skills, Performance and Meta Qualities of employees of the Organization. These could be developed by giving training specifically on Job Related Skills and Meta Qualities to the employees in order to the improve the Performance better.

Dr. Prateek Sharma, Shubhangi Jain; "Improving the Performance of Traditional Oil Companies through Competency Mapping and Skill GAP Analysis" in IJRMBSS, Vol. 1, Issue 2, July 2013.

- The study was carried out to find out the role of Competency Mapping in Skill development of employees in Traditional Companies. People are the key components of any company's ability to execute its strategies and achieve its goals. Through Competency Mapping, capability of employees of three companies was checked on the basis of selected skills and on the basis of those skills their current performance was matched with the targeted/ required performance and gap is analyzed.

Mrs. B. R. Celia; Mr. M. Karthick, "Competency mapping of employees in the power sector with special reference to Chennai", International Journal of multidisciplinary Research Vol.2 Issue 1, January 2012.

- Competency in the power sector has proved to be fine to a certain extent only that a few of the factors need to be considered by the employees for attainment of excellence in this sector. Hence Inculcating habits would help in attaining perfection and enhanced productivity. Habits are powerful factors in our lives. Because they are consistent, often unconscious patterns, they constantly, daily expressed and produce our effectiveness Work or job is not only making money and making ends meet, but the work itself should give an individual the purpose of life, usefulness to others. Be proactive, put first things first, begin with an end in the mind, and understand before being understood, sharpen the axe, the synergies effect, finally think win-win these are the aspects which are considered to be

seven habits of highly effective people and these are the fundamental factors to competencies which leads obviously to the path of success.

Dr. Shaukat Ali, "Competency Mapping - A Case Study at Ambassadors sky chef, Mumbai" in Abhinav national monthly referred journal of research in commerce & management, volume no.1, Issue no.3,pg.no:157, www.abhinavjournal.com

- Here this study identifies the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role. Employee in the organization believes that Competency mapping process help them in role clarification & they are doing the job according to their job profile.

NEED FOR THE STUDY

- ➢ To understand and map the competency of the employees, this tool competency mapping is used.
- ➢ To identify roles and list of competencies required to perform each role effectively.
- ➢ To provide information which helps to give better performance in future.
- ➢ To provide the feedback information about the competency level of the organisation.

OBJECTIVES OF THE STUDY

- To map the key competencies for all departments of the company in BLUE DIVISION.
- To develop the competency calendar for the employees in the blue division.
- To assess the training need of the employees in the company.
- To offer the suggestions to the organization for the betterment of the employees and the organization.

SCOPE OF THE STUDY

- The study analyses the skill level of employees in the organisation, so that the training needs can be found out.
- The study could also provide an insight to the staff's multi-skill level
- The model can be stimulated in other divisions as well as other units.

LIMITATIONS OF THE STUDY

- The response of some of the respondents may be biased.
- The respondents were often in a hurry to respond due to the nature of the work.
- Due to time constraint, in-depth study could not be carried out.

- The study is performed only in a particular division of the company.

RESEARCH METHODOLOGY

MEANING OF RESEARCH METHODOLOGY

Research methodology is a way of systematically solving the research problem. Research methodology deals with the research design used and methods used to present the study.

RESEARCH DESIGN:

According to Gohada, Deutish and Cook, "A research Design is arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

The research design adopted in the study is Descriptive. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way.

SOURCES OF DATA:

Both the primary data and the secondary data are taken into account for the purpose of the study.

- ❖ Primary data.
- ❖ Secondary data.

METHODS OF DATA COLLECTION:

Primary data was collected from the employees of "Ultramarine & Pigments Limited, Ranipet", with the help of the questionnaire.

Secondary data was collected from websites and book references.

SAMPLING TECHNIQUE:

A Sample is a representation of a large whole. When some of the elements are selected with the intention of finding out something about the population from which they are taken, that group of element is referred as a sample and the process of selection is called sampling.

SAMPLING UNIT:

The respondents are employees of "BLUE DIVISION" at "ULTRAMARINE & PIGMENTS LIMITED"

SAMPLE SIZE:

The sample size for the study is 68

SAMPLING METHOD:

Census survey was adopted for the study. As it was census sampling, the entire Blue Division of the company was taken for conducting the research. Hence no sampling tool/technique was used to choose the elements of the sample.

STATISTICAL TOOLS USED:

The collected data were analyzed with the help of,

- Gap analysis.

GAP ANALYSIS:

Meaning of Gap Analysis:

Gap analysis is the gap between 'what is' and 'what ought to be'. The Gap Analysis serves to identify the gap and considers if training can solve the problems. It is a part of planning process focusing on identifying and solving performance problems. A Gap Analysis should be done whenever new requirement is issued, when job performance is below standards, when new training need is to be given and when new training has been received. A Gap Analysis helps in assuring that training is an appropriate solution. In short the following things must be kept in mind while conducting a Gap Analysis.

Gap Analysis = Required competency level – Existing competency level

DATA ANALYSIS AND INTERPRETATION

GAP ANALYSIS

TABLE.NO: 2.1.1

Designation: Personnel Manager (Personnel Dept); Emp.no:8021

Competency	Required	Existing	Gap
Command of basic facts	4	4	0
Relevant professional knowledge	5	5	0
Continuing sensitivity to events	5	4	-1
Analytical, problem solving & decision making skill	5	5	0
Social skills & abilities	5	5	0
Emotional resilience	5	4	-1
Pro activity	5	4	-1

Creativity	5	5	0
Mental agility	5	4	-1
Balanced learning habits and skills	5	5	0
Self knowledge	5	4	-1

Source: Primary Data

Inference:

The employee working as Personnel Manager meets the required competency level in the Basic knowledge & information, Analytical, problem solving & decision making, Social skills & abilities, Creativity, Balanced learning habit & skills but lacked in other skills.
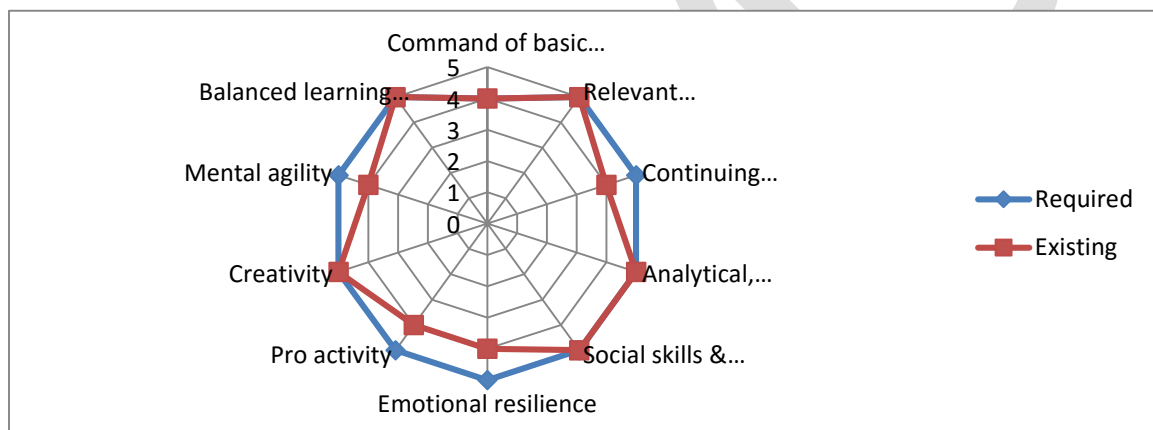
CHART NO: 2.1.1

TABLE.NO: 2.1.2

Designation: Personnel Officer (Personnel Dept); Emp.no:8022

Competency	Required	Existing	Gap
Command of basic facts	3	3	0
Relevant professional knowledge	4	4	0
Continuing sensitivity to events	5	4	-1
Analytical, problem solving & decision making skill	4	3	-1
Social skills & abilities	4	4	0
Emotional resilience	4	3	-1
Pro activity	5	4	-1
Creativity	4	3	-1

Mental agility	4	4	0
Balanced learning habits and skills	4	3	-1
Self knowledge	4	4	0

Source: Primary Data

Inference:

There was no gap found between the required and the existing level of competencies of the employee in Command of basic facts, relevant professional knowledge, Social skills & abilities, mental agility, Self knowledge and lacked in all other competencies.
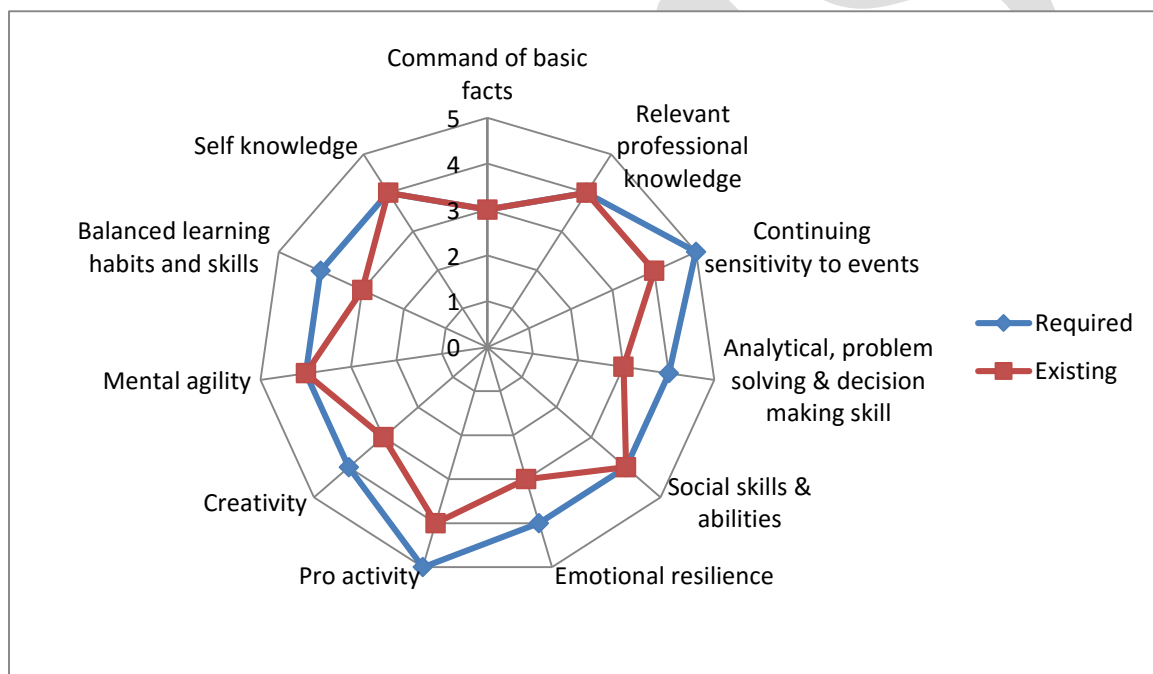
CHART NO: 2.1.2

TABLE.NO: 2.1.3

Designation: Marketing Manager; Emp.no:9173

Competency	Required	Existing	Gap
Command of basic facts	5	4	-1
Relevant professional knowledge	5	5	0
Continuing sensitivity to events	5	4	-1
Analytical, problem solving & decision making skill	5	3	-2

Social skills & abilities	5	4	-1
Emotional resilience	5	5	0
Pro activity	5	4	-1
Creativity	5	3	-2
Mental agility	5	5	0
Balanced learning habits and skills	5	4	-1
Self knowledge	5	4	-1

Source: Primary Data

Inference:

The employee working as Marketing Manager Meets the required competency level in the relevant professional knowledge, Emotional resilience and mental agility but lacked in other competencies.
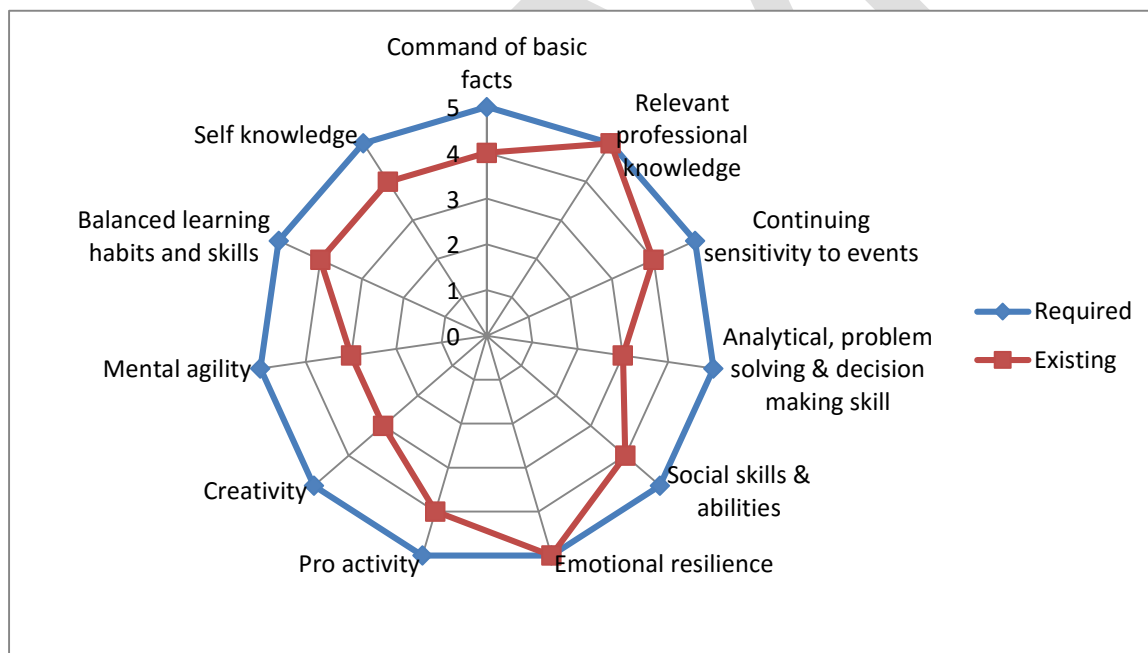
CHART NO: 2.1.3

TABLE.NO: 2.1.4

Designation: Deputy Manager Tech (Quality dept); Emp.no:7345

Competency	Required	Existing	Gap
Assertiveness	5	4	-1
Integrity	5	5	0
Self sufficiency	5	5	0
High emotional stamina	5	5	0
Honesty	5	5	0
Command of basic facts	5	4	-1
Quality consciousness	5	5	0
Organizational awareness	5	5	0
Knowledge on standards & specifications	5	3	-2
Presentation skill	4	3	-1
Analytical & problem solving skill	5	4	-1
Concern for excellence	5	4	-1
Technical skill	5	5	0
Listening skills	5	3	-2
Precision in communication	5	4	-1
Persuasiveness	5	4	-1
Sensitivity	5	3	-2

Source: Primary Data

Inference:

In case of Job related competencies, Communication and interpersonal competencies gap was found between the required and the existing level. Also gap was found in Command of basic facts, Knowledge on standards and specifications.
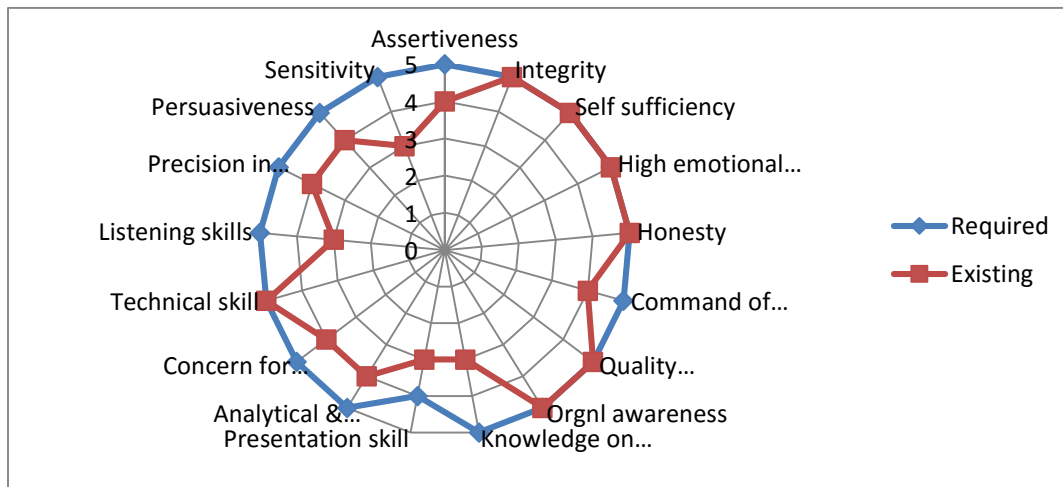
CHART NO: 2.2.4

TABLE NO: 2.1.5

Designation: Senior chemist (Quality dept); Emp.no:7346

Competency	Required	Existing	Gap
Assertiveness	5	5	0
Integrity	5	5	0
Self sufficiency	4	5	1
High emotional stamina	4	5	1
Honesty	5	5	0
Command of basic facts	4	4	0
Quality consciousness	5	5	0
Organizational awareness	3	3	0
Knowledge on standards& specifications	3	2	-1
Presentation skill	3	3	0
Analytical & problem solving skill	3	3	0
Concern for excellence	3	3	0
Technical skill	4	4	0
Listening skills	4	3	-1
Precision in communication	4	2	-2
Persuasiveness	2	2	0

| Sensitivity | 3 | 3 | 0 |

Source: Primary Data

Inference:

The employee is lacking in Knowledge on standards & specifications, Listening skills and Precision in communication. Also the gap was found in Self sufficiency and High emotional stamina, but he exceeds in these two parameters than what is required in these level which is a positive sign.
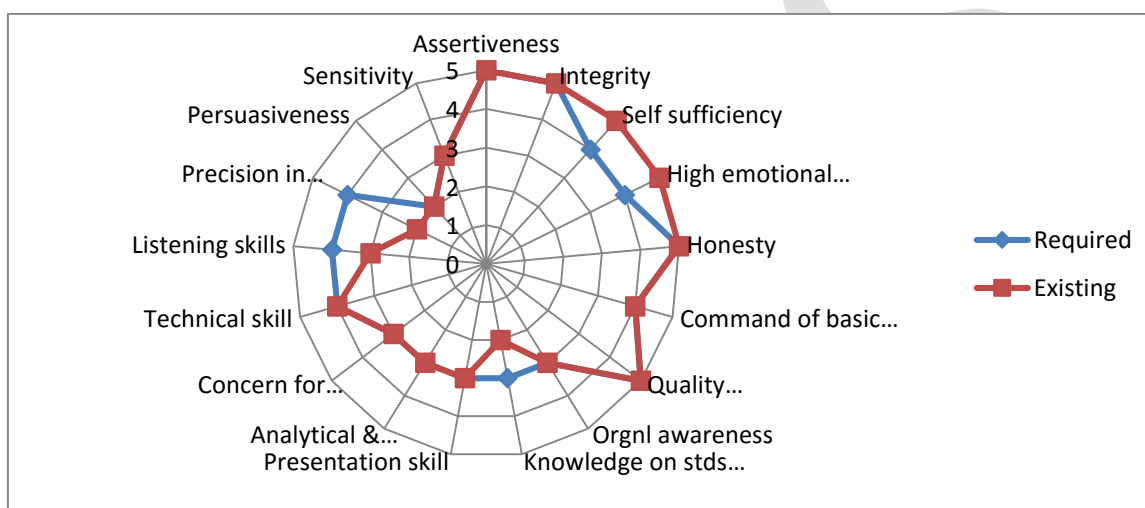
CHART NO: 2.2.5

TABLE NO: 2.1.6

Designation: Deputy Manager (Mech); Emp.no:4020

Competency	Required	Existing	Gap
Command of basic facts	5	5	0
Relevant professional knowledge	5	5	0
Continuing sensitivity to events	5	4	-1
Analytical, problem solving & decision making skill	5	4	-1
Social skills & abilities	5	5	0
Emotional resilience	5	5	0
Pro activity	5	4	-1
Creativity	5	4	-1

Mental agility	5	4	-1
Balanced learning habits and skills	5	4	-1
Self knowledge	5	3	-2

Source: Primary Data

Inference:

The manager has required level of competencies in Command of basic facts, relevant professional knowledge, Social skills & abilities and Emotional resilience. But he lacks all other competencies required for his position.
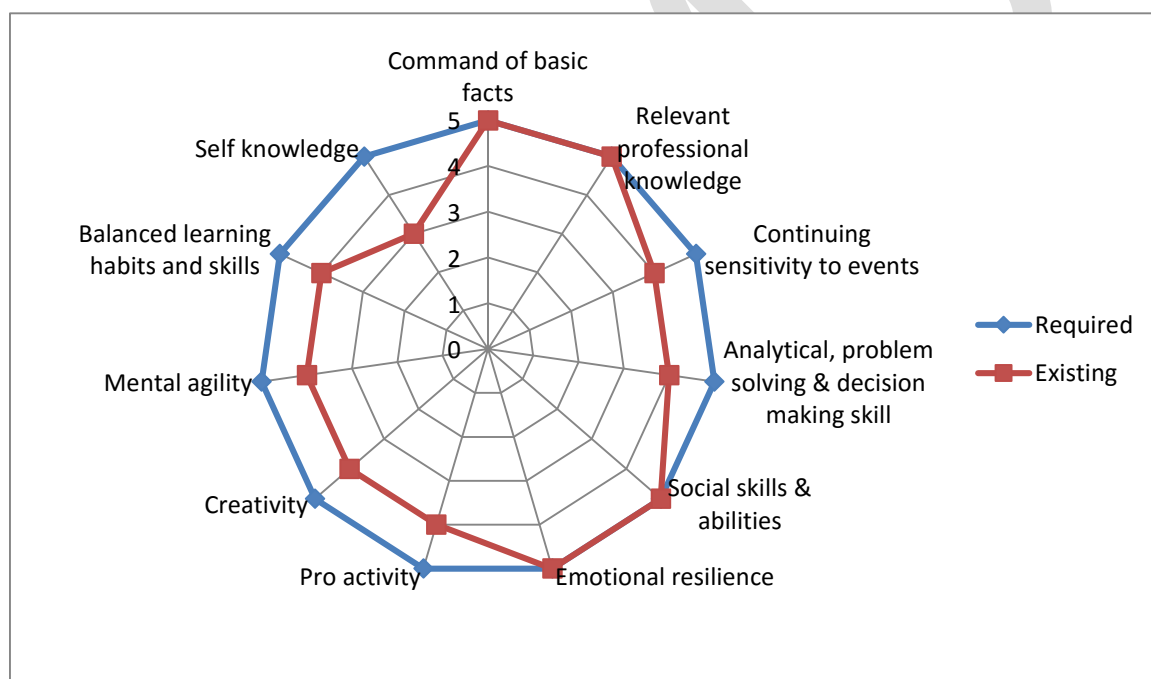
CHART NO: 2.1.6

TABLE NO: 2.1.7

Designation: Asst Manager (Mech); Emp.no:4021

Competency	Required	Existing	Gap
Command of basic facts	5	4	-1
Relevant professional knowledge	5	4	-1
Continuing sensitivity to events	5	3	-2
Analytical, problem solving & decision making skill	5	4	-1

Social skills & abilities	4	4	0
Emotional resilience	4	4	0
Pro activity	5	4	-1
Creativity	5	3	-2
Mental agility	5	4	-1
Balanced learning habits and skills	5	3	-2
Self knowledge	5	4	-1

Source: Primary Data

Inference:

In Social skills & abilities and Emotional resilience the employee has required level of competencies. He does not meet the required level of competencies in all other parameters. Thus he requires proper training in these areas.
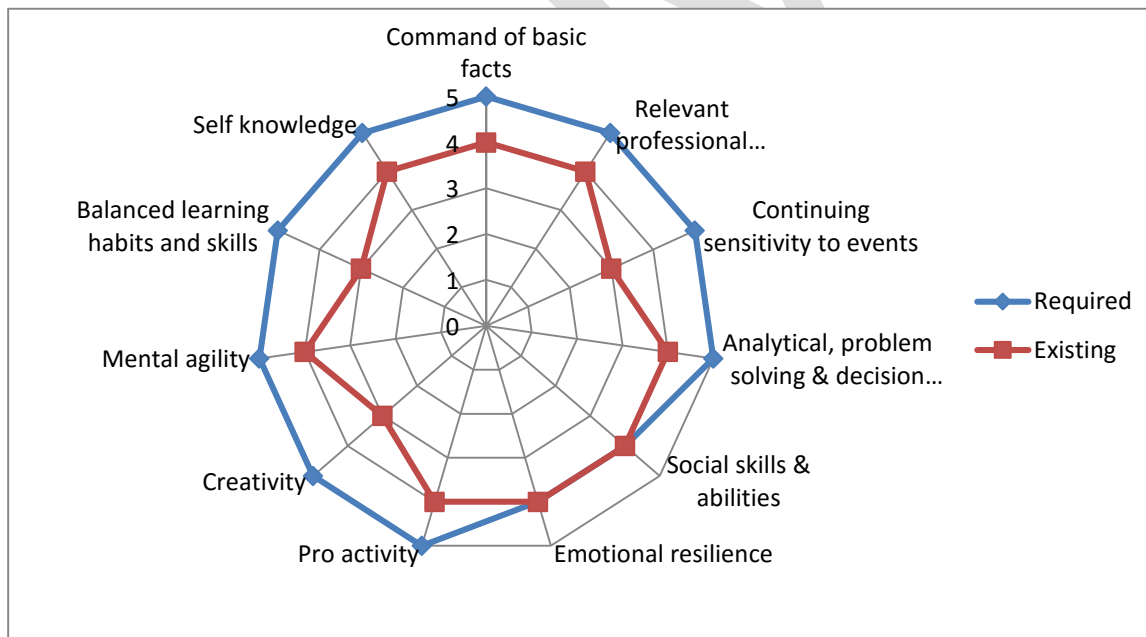
CHART NO: 2.1.7

TABLE NO: 2.1.8

Designation: Supervisor Maintenance (Mech); Emp.no:4027

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	5	4	-1
Detail consciousness	4	3	-1
Assertiveness	4	3	-1
Honesty	5	5	0
Operational knowledge	5	5	0
Organizational awareness	4	4	0
Identifying bottlenecks & rectifying them	4	4	0
Knowledge on maintenance concept, standards& specification	5	4	-1
Information collection	5	4	-1
Analytical skill	4	4	0
Technical expertise	4	4	0
Initiative	4	4	0
Precision in communication	4	3	-1
Motivating	5	4	-1
Appraising and developing	4	3	-1
Organizing	4	4	0

Source: Primary Data

Inference:

In case of Communication & interpretation competencies and personal competencies the gap was found between the required and the existing level. Hence training is required for this employee to enhance his performance.
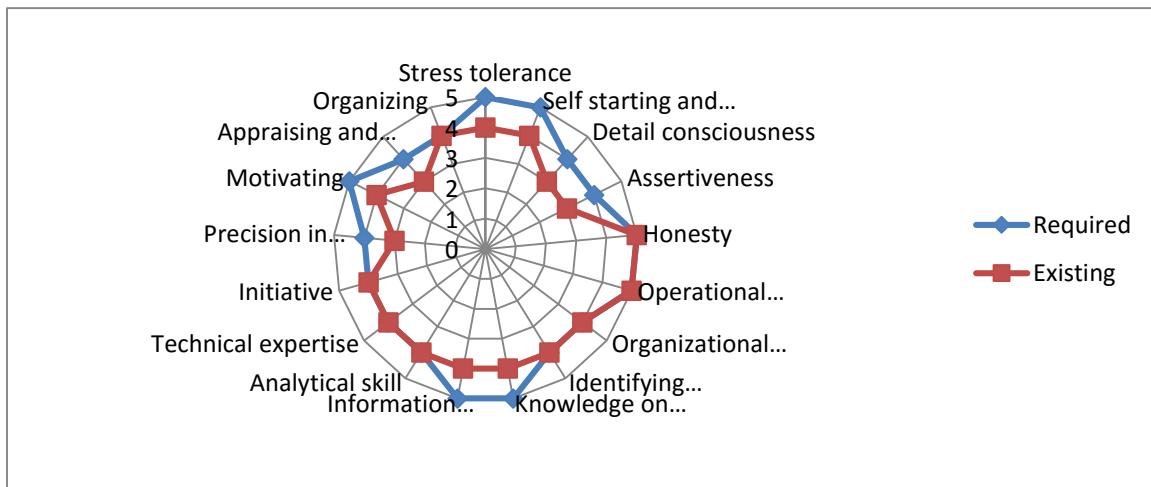
CHART NO: 2.1.8

TABLE NO: 2.1.9

Designation: Technical Manager (Electrical); Emp.no:6147

Competency	Required	Existing	Gap
Command of basic facts	5	5	0
Relevant professional knowledge	5	5	0
Continuing sensitivity to events	5	4	-1
Analytical, problem solving & decision making skill	5	5	0
Social skills & abilities	5	4	-1
Emotional resilience	5	3	-2
Pro activity	5	4	-1
Creativity	5	4	-1
Mental agility	5	5	0
Balanced learning habits and skills	5	4	-1
Self knowledge	5	5	0

Source: Primary Data

Inference:

In case of Command of basic facts, relevant professional knowledge, Analytical, problem solving & decision making skills, mental agility, Self knowledge the manager meets the level what is required for his position. But lacks in all other parameters.
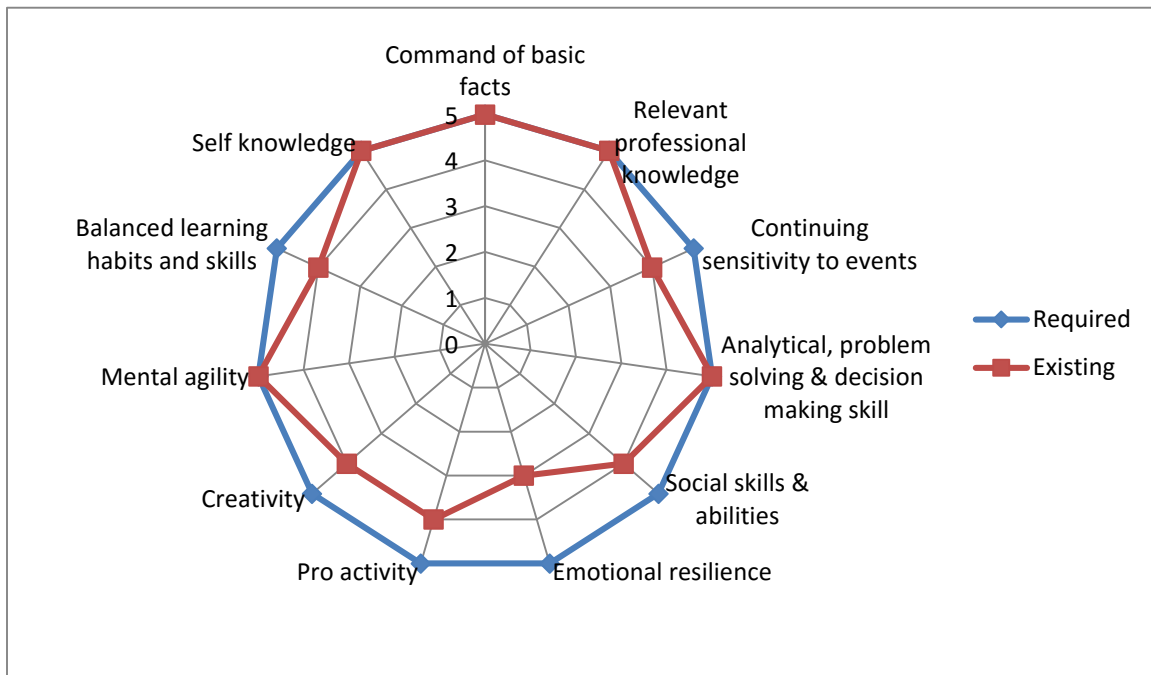
CHART NO: 2.1.9

TABLE NO: 2.1.10

Designation: Junior Officer (Electrical); Emp.no:6123

Competency	Required	Existing	Gap
Adaptability	4	4	0
Stress Tolerance	4	3	-1
Self motivated	4	3	-1
Honesty	5	5	0
Detailed knowledge of materials & tools	5	4	-1
Operational knowledge of machines & tools	5	4	-1
Knowledge on product standards& specifications	3	3	0
Knowledge on product testing	2	2	0
Technical skill	4	5	1
Learning oriented	3	3	0
Concern for excellence	3	2	-1
Initiative	3	2	-1

Team oriented	3	3	0
Clarity in oral expression	3	3	0
Receptive to corrections	3	2	-1
Committed to responsibilities	5	4	-1

Source: Primary Data

Inference:

The employee meets the required level of competencies in Adaptability, Knowledge on product standards, specification, Product testing, Learning oriented, Team oriented, Clarity in oral expression and lacks in the remaining parameters. Also the employee exceeds the required level in Technical skills.
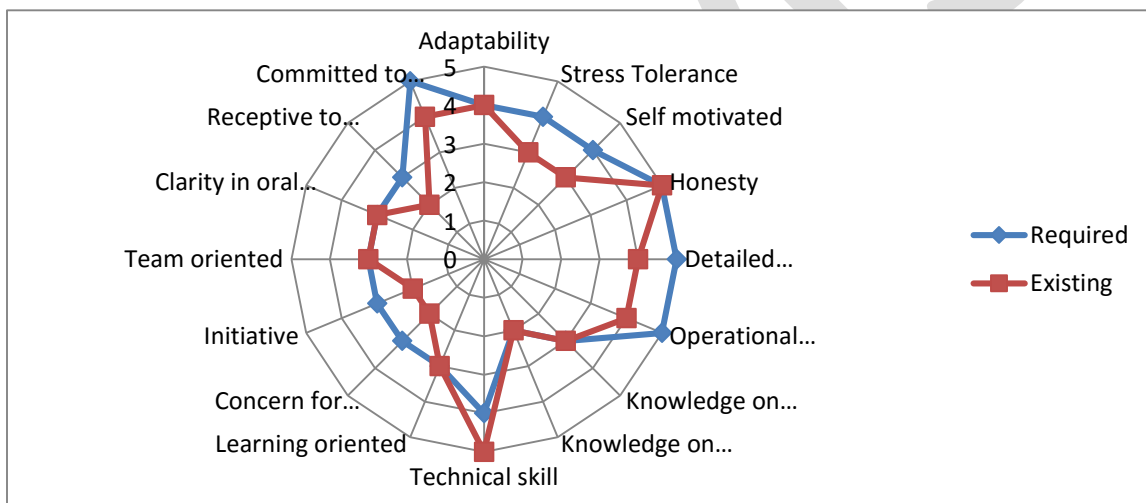
CHART NO: 2.1.10

TABLE NO: 2.1.11

Designation: Supervisor Maintenance (Electrical); Emp.no:6132

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	5	3	-2
Detail consciousness	4	4	0
Assertiveness	4	4	0
Honesty	5	5	0
Operational knowledge	5	5	0

Organizational awareness	4	4	0
Identifying bottlenecks & rectifying them	4	4	0
Knowledge on production concept, standards& specification	5	5	0
Information collection	5	3	-2
Analytical skill	4	3	-1
Technical expertise	4	4	0
Initiative	4	4	0
Precision in communication	4	3	-1
Motivating	5	2	-3
Appraising and developing	4	3	-1
Organizing	4	3	-1

Source: Primary Data

Inference:

In case of Communication & interpretation, Information collection, Analytical skills, Stress tolerance, self starting and proactive the employee lacks than what is required for his position. But meets the required level in all other parameters.
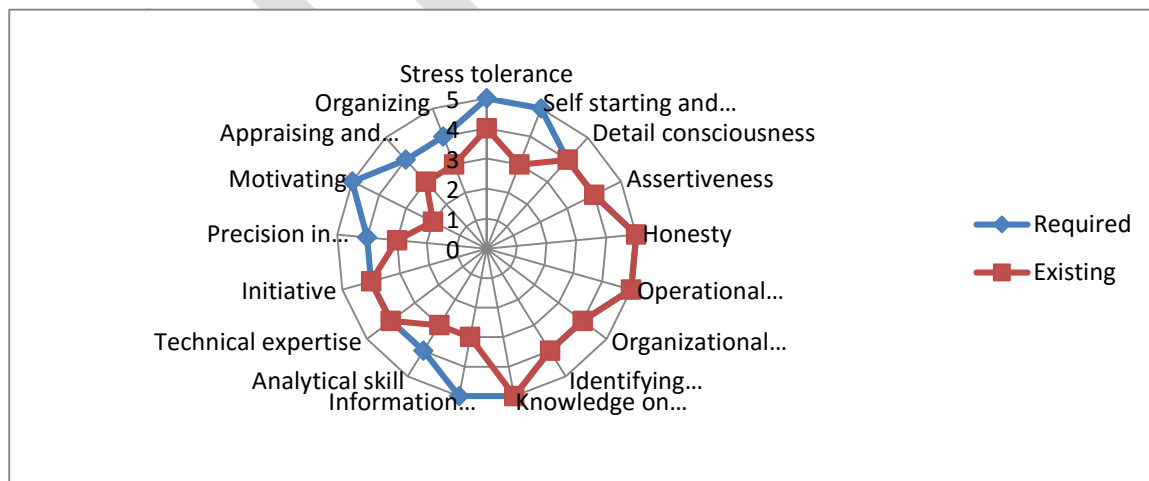
CHART NO: 2.1.11

TABLE NO: 2.1.12

Designation: Production Superintendent; Emp.no:5320

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	5	4	-1
Detail consciousness	4	4	0
High energy level	5	4	-1
Honesty	5	5	0
Operational knowledge	5	5	0
Numerical interpretation	5	4	-1
Identifying bottlenecks & rectify them	5	4	-1
Knowledge on production concept, standards & specifications	5	5	0
Information collection	5	4	-1
Analytical skill	4	3	-1
Creativity	4	3	-1
Technical expertise	5	4	-1
Precision in communication	5	5	0
Motivating	5	5	0
Appraising and developing	4	3	-1
Organizing	5	4	-1

Source: Primary Data

Inference:

The employee meets the required level of competencies in Detail consciousness, Operational knowledge, Knowledge on production concept, standards and specifications, Precision in communication, Motivating. Also he lacks in all other parameters.
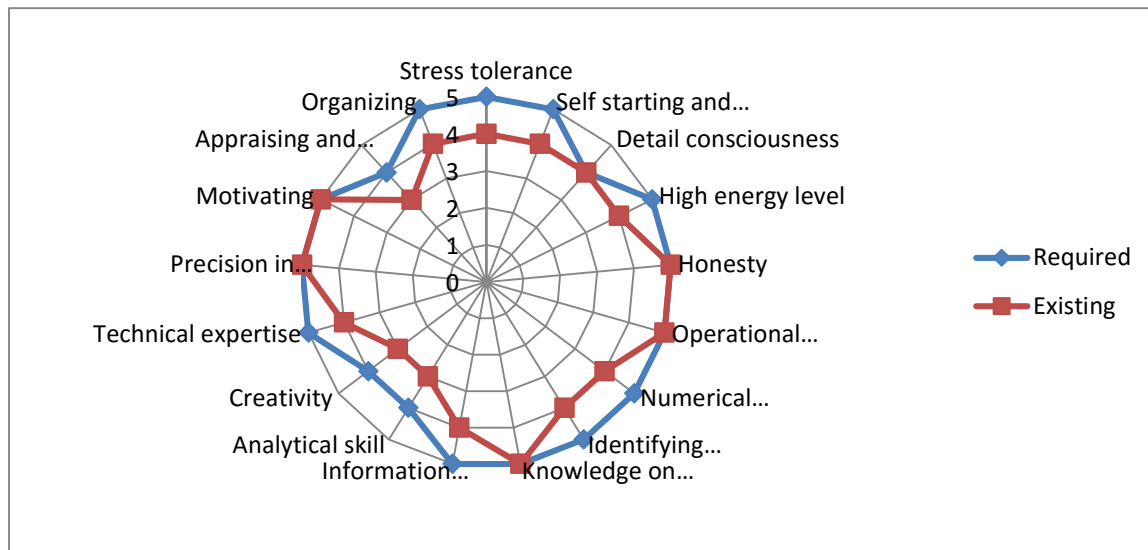
CHART NO: 2.1.12

TABLE NO: 2.1.13

Designation: Senior Production Officer; Emp.no:5322

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	4	3	-1
Detail consciousness	4	3	-1
High energy level	5	4	-1
Honesty	5	5	0
Operational knowledge	5	4	-1
Numerical interpretation	5	3	-2
Identifying bottlenecks & rectify them	5	4	-1
Knowledge on production concept, standards& specifications	5	5	0
Information collection	5	5	0
Analytical skill	4	4	0
Creativity	4	3	-1
Technical expertise	5	4	-1
Precision in communication	4	3	-1
Motivating	4	2	-2

Appraising and developing	4	3	-1
Organizing	4	4	0

Source: Primary Data

Inference:

The employee meets the required level of competencies in Knowledge on production concept, standards & specifications, Information collection, Analytical skills, organizing. In all the remaining parameters he lacks than what is required for his position.
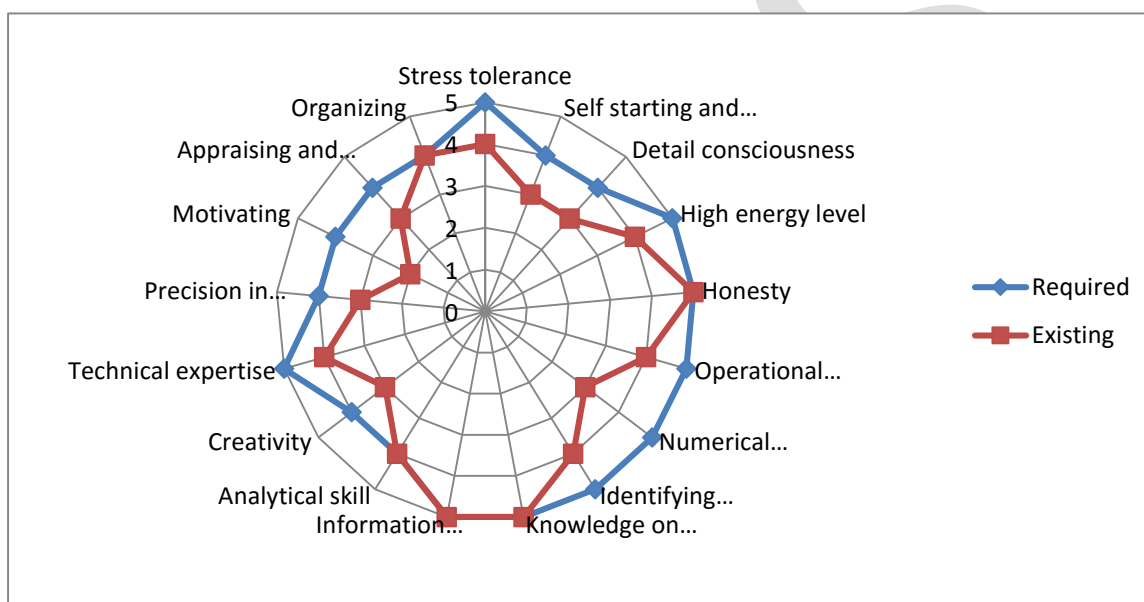
CHART NO: 2.1.13

TABLE NO: 2.1.14

Designation: Production Officer; Emp.no:5323

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	4	3	-1
Detail consciousness	4	3	-1
High energy level	5	4	-1
Honesty	5	5	0
Operational knowledge	5	4	-1
Numerical interpretation	4	3	-1

Identifying bottlenecks & rectify them	5	4	-1
Knowledge on production concept, standards& specifications	5	5	0
Information collection	5	5	0
Analytical skill	4	4	0
Creativity	4	3	-1
Technical expertise	5	4	-1
Precision in communication	4	3	-1
Motivating	4	2	-2
Appraising and developing	4	3	-1
Organizing	4	4	0

Source: Primary Data

Inference:

The employee meets the required level of competencies in Knowledge on production concept, standards & specifications, Information collection, Analytical skills, organizing. In all the remaining parameters he lacks than what is required for his position.
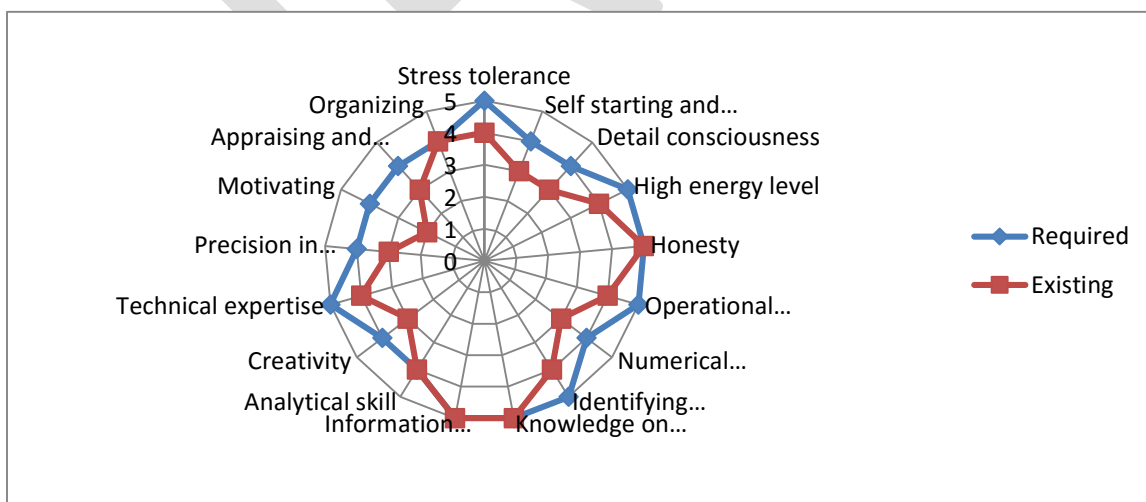
CHART NO: 2.1.14

TABLE NO: 2.1.15

Designation: Supervisor Maintenance; Emp.no:5327

Competency	Required	Existing	Gap
Stress tolerance	5	4	-1
Self starting and proactive	5	5	0
Detail consciousness	4	4	0
Assertiveness	4	4	0
Honesty	5	5	0
Operational knowledge	5	4	-1
Organizational awareness	4	4	0
Identifying bottlenecks & rectifying them	4	4	0
Knowledge on production concept, standards& specification	5	5	0
Information collection	5	4	-1
Analytical skill	4	4	0
Technical expertise	4	4	0
Initiative	4	4	0
Precision in communication	4	4	0
Motivating	5	3	-2
Appraising and developing	4	3	-1
Organizing	4	4	0

Source: Primary Data

Inference:

In the parameters like Stress tolerance, Operational knowledge, Information collection, Motivating and Appraising & developing the employee lacks the competencies level than what is required for his position.

CHART NO: 2.1.15
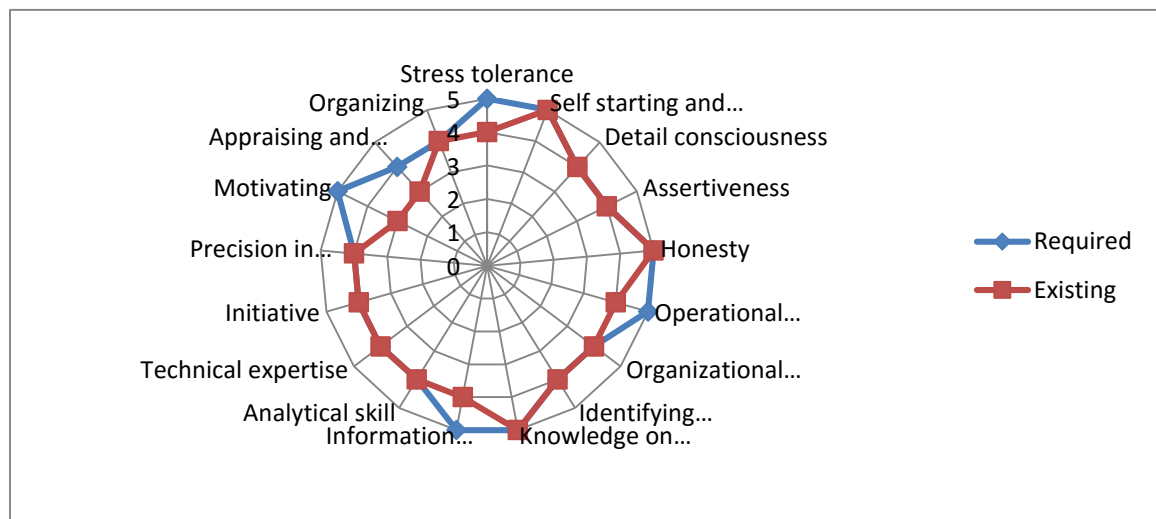
FINDINGS

DEPARTMENT: QUALITY ASSURANCE

> **Emp.no:7345**

In case of Job related competencies, Communication and interpersonal competencies gap was found between the required and the existing level. Also gap was found in Command of basic facts, Knowledge on standards and specifications.

> **Emp.no:7346**

The employee is lacking in Knowledge on standards & specifications, Listening skills and Precision in communication. Also the gap was found in Self-sufficiency and High emotional stamina, but he exceeds in these two parameters than what is required in these level which is a positive sign.

DEPARTMENT: MECHNICAL

> **Emp.no:4020**

The manager has required level of competencies in Command of basic facts, relevant professional knowledge, Social skills & abilities and Emotional resilience. But he lacks all other competencies required for his position.

> **Emp.no:4021**

In Social skills & abilities and Emotional resilience the employee has required level of competencies. He does not meet the required level of competencies in all other parameters. Thus he requires proper training in these areas.

> **Emp.no:4027**

In case of Communication & interpretation competencies and personal competencies the gap was found between the required and the existing level. Hence training is required for this employee to enhance his performance.

DEPARTMENT: ELECTRICAL

> **Emp.no:6147**

In case of Command of basic facts, relevant professional knowledge, Analytical, problem solving & decision making skills, mental agility, Self-knowledge the manager meets the level what is required for his position. But lacks in all other parameters.

> **Emp.no:6123**

The employee meets the required level of competencies in Adaptability, Knowledge on product standards, specification, Product testing, learning oriented, Team oriented, Clarity in oral expression and lacks in the remaining parameters. Also the employee exceeds the required level in Technical skills.

> **Emp.no:6132**

In case of Communication & interpretation, Information collection, Analytical skills, Stress tolerance, self-starting and proactive the employee lacks than what is required for his position. But meets the required level in all other parameters.

DEPARTMENT: PRODUCTION

> **Emp.no:5320**

The employee meets the required level of competencies in Detail consciousness, Operational knowledge, Knowledge on production concept, standards and specifications, Precision in communication, Motivating. Also he lacks in all other parameters.

> **Emp.no:5322**

The employee meets the required level of competencies in Knowledge on production concept, standards & specifications, Information collection, Analytical skills, organizing. In all the remaining parameters he lacks than what is required for his position.

➢ **Emp.no:5323**

The employee meets the required level of competencies in Knowledge on production concept, standards & specifications, Information collection, Analytical skills, organizing. In all the remaining parameters he lacks than what is required for his position.

➢ **Emp.no:5327**

In the parameters like Stress tolerance, Operational knowledge, Information collection, Motivating and Appraising & developing the employee lacks the competencies level than what is required for his position.

DEPARTMENT: PERSONNEL

➢ **Emp.no:8021**

The employee working as Personnel Manager meets the required competency level in the Basic knowledge & information, Analytical, problem solving & decision making, Social skills & abilities, Creativity, Balanced learning habit & skills but lacked in other skills.

➢ **Emp.no:8022**

There was no gap found between the required and the existing level of competencies of the employee in Command of basic facts, relevant professional knowledge, Social skills & abilities, mental agility, Self-knowledge and lacked in all other competencies.

DEPARTMENT: MARKETING

➢ **Emp.no:9173**

The employee working as Marketing Manager Meets the required competency level in the relevant professional knowledge, Emotional resilience and mental agility but lacked in other competencies.

SUGGESTIONS

- The strengths and Weaknesses of respondents are considered by the organization for their Training Needs Assessment.

- The negative deviation in the scores needs to be further analyzed and the respondents should be intimated about these observations. Counseling by an expert can help the respondent to improve some of the Behavioral Indicators whereas others van be Improved by Training.

- The positive deviations in the score show the Strength of the respondent on that variable and accordingly his positive contribution in his job. The company should utilize these positive skills as his potentials for further development and growth of the respondent and the organization.

- The Performance Appraisal of the company can be reviewed on the basis of the Gap analysis and scores of the respondents on various parameters, variables and Competence Factors.

- Such an analysis should be conducted twice in a year to check the improvement in Performance of the respondent and also to avoid biasness in the Performance Appraisal.

CONCLUSION

Thus competency mapping can be effectively used even at lower levels and we can enhance the effectiveness of our workforce who forms the backbone of the organization. Developing standard competencies can lead to competency based recruitment and selection and this can result in placing right person for right job with higher probability of better performance and low employee turnover. Competency mapping data can also be used for applications like employee training and development, competency based compensation, promotions and succession planning etc. Thus competency mapping application need to be popularized even for shop floor level employees and this can definitely increase the workforce effectiveness which in turn contributes significantly for the organizational effectiveness.

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