

COMPETENCY MAPPING IN THE DOMAIN OF TRAINING & DEVELOPMENT OF HRD SECTION IN SAKTHI AUTO COMPONENT LIMITED, PALLAGOUNDANPALAYAM

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ABSTRACT

This research is entitled as Competency Mapping in the domain of training & development of HRD Section in Sakthi Auto Component Limited, Pallagoundanpalayam, Tirupur district. Competency mapping is a process of identifying 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. Competency mapping is a process through which one assesses and determines one's strength as an individual worker and in some cases as part of an organization. It generally examines two areas: Emotional intelligence or Emotional Quotient (EQ) and strengths of the individual in areas like team structure, leadership and decision making.

The Indian auto- components industry has experienced healthy growth over the last few years. The Objectives of the study to identify the competency gap that exists between the employee's current performance level and the expected level of the employees. Findings of the study indicates the importance and significance of Competency mapping process in Human Capital Management and Personnel Management and planning development and career plans of individuals.

Keywords: Competency, Organization, Auto- Component, Management

Introduction:

Competency mapping is a process of identifying 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. Competency mapping is a process through which one assesses and determines one's strength as an individual worker and in some cases as part of an organization. It generally examines two areas: Emotional intelligence or Emotional Quotient and strengths of the individual in areas like team structure, leadership and decision making.

The strategic table of HR profession has increased day by day, the need to develop foundational competency has become more pronounced. Every management should have well defined roles and list of competencies required to perform each role effectively. Competency is a standardized requirement for an individual to properly perform a specific job. Competency is a combination of knowledge, skills, behavior utilized to improve performance.

What is an original equipment manufacturer?

An original equipment manufacturer (OEM) traditionally is defined as a company whose goods are used as components in the products of another company, which then sells the finished item to users.

The second firm is referred to as a value-added reseller (VAR) because by augmenting or incorporating features or services, it adds value to the original item. The VAR works closely with the OEM, which often customizes designs based on the VAR Company's needs and specifications.

Understanding Original Equipment Manufacturers (OEM)

One of the basic examples is the relationship between an auto manufacturer and a maker of auto parts. Parts such as exhaust systems or brake cylinders are manufactured by a wide variety of OEMs. The OEM parts are then sold to an auto manufacturer, which then assembles them into a car. The completed car is then marketed to auto dealers to be sold to individual consumers.

There is a second, newer definition of OEM, typically used in the computer industry. In this case, OEM may refer to the company that buys products and then incorporates or rebrands them into a new product under its own name.

For example, Microsoft supplies its Windows software to Dell Technologies, which incorporates it into its personal computers and sells a complete PC system directly to the public. In the traditional sense of the term, Microsoft is the OEM and Dell the VAR. However, the computer's product guide for consumers is most likely to refer to Dell as the OEM.

Objective of the Study:

- To identify the competency gap that exists between the employees current performance level and the expected level of the employees.
- To empower the workmen for enhanced performance of the organization.
- To find out the actual requirement for leadership skills, achievement and scheduling skills to perform the job.
- To identify the types of qualities perceived by the employees.
- To develop and enhance the overall team work performance of the organization.
- To provide the valuable suggestion & improve the existing competencies in organization.

Scope of the Study:

The project is mainly to know about the competency mapping for the employees in an organization and also about how the organization will get benefit out of this competency mapping. So by conducting the research at the end we gather more information regarding how the competency instrument will give benefit to both the employees and the organization. And to find, 'Is the any pitfall behind that'. Through this we can give necessary suggestion wherever necessary and also to suggest innovative ideas so that it will prevent the company from future challenges to a greater extent.

Review of Literature:

John Flanagan (1954): Flanagan's work, while not strictly about competencies, was important because it laid the foundation for a new approach to examining what people do. In a later from, the critical incidents technique would resurface to focus around significant behavioral events that distinguish between exemplary and fully-successful performers. It is Flanagan's critical incidents technique that sixteen years later inspires David McClelland to discover and develop the term of competency.

BENJAMIN BLOOM (USA): In mid fifties Benjamin laid the foundation for identifying educational objectives by defining KSAs, needed to be developed in education. The educational objectives developed by them were grouped under the cognitive domain.

Davis McClelland (Harvard Psychologist): He pioneered the Competency Movement across the world and made it a global concept. His classic books on Talent and Society, Achievement motive, The Achieving Society, Motivating economic achievement and power the inner experience brought out several new dimensions of the competency. These competencies exposed by McClelland dealt with effective domain in Bloom's terminology.

Jovaisa, 1993: The most comprehensive characteristics of an individual related with higher quality performance in specific job or situation; individual characteristics highlighting the versatility of competencies, ensuring

sustainability of personality and making predictions for forecasting behavior of a person in various situations of performance.

Spencer & Spencer, 1993: It is an ability to perform well in terms of qualification, skills and knowledge, to have authority to do something, highly qualified awareness.

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 job.

RANKIN (2002): Competencies are definition of skills and behaviors that organizations expect their staff to practice in work.

Carr, 2000: Competency is practical implementation of individual abilities characterized by practical skills and attitudes required to ensure successful professional performance.

Competence Vs Competency

| COMPETENCE | COMPETENCY |
|---------------------------|------------------------------|
| Skill-based | Behavior-based |
| Attributes of the job | Attributes of the person |
| Process centric | Result centric |
| Standard attained | Manner of behavior |
| What is measured | How the standard is achieved |
| Characteristic of manager | Characteristics of a person |

Table 1: Competence vs. Competency

Iceberg Model of Competency Mapping

Our behavior arises as a result of the interaction of two things

- a) Some characteristic we possess as a person, and
- b) Some characteristic of the situation we face.

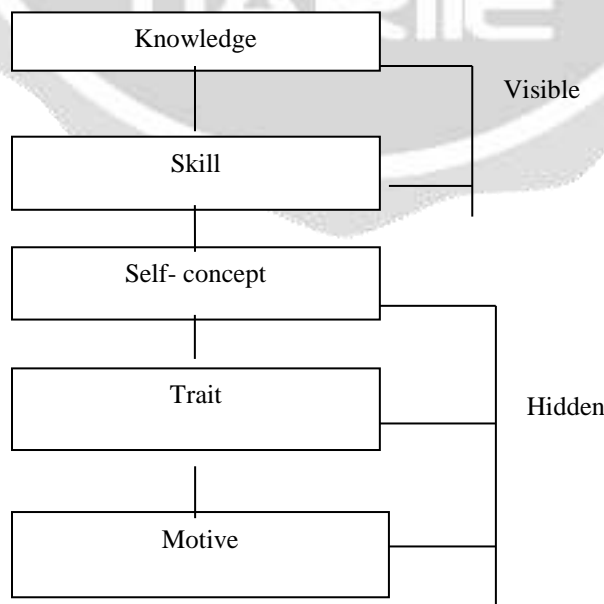


Figure 6: The Iceberg Model

1. **Motives:** The things a person consistently thinks about or wants and that causes action. Motives _drive, direct or select 'behavior towards certain actions or goals and away from others.
2. **Traits:** Physical characteristics and consistent responses to situations or information.
3. **Self – concept:** A person's attitudes, values or self-image.
4. **Knowledge:** Information a person has in specific content areas.
5. **Skill:** The ability to perform a certain physical or mental task.

Types of Competency:

- Organizational Competency
- Core Competency
- Technical Competency
- Behavioral Competency
- Functional Competency
- Management Competency

Developing Competency Models

The key to gaining a competitive edge is the ability of the workforce of an organization to maximize the advantages of state-of-the-art technology, superior products, and steady source of capital to enter into the marketplace. A company's technological tools are only as useful as its employer's ability to employ them; they are perceived in terms of how effectively the benefits are communicated (McLuhan 1989). Determining whether the workforce possesses the abilities critical for its success is indeed difficult. Behaviors necessary for effective performance vary from business to business and role to role. Many organizations have thus developed competency models to help them identify the essential knowledge, skills and attributes needed for successful performance in a job aligned with the strategy and integrating it to the HR strategy.

Research Methodology

Research methodology have been considered under the following headers viz, need for the study, objectives of the study, account of the tools used for the survey, sample design, procedure followed to collect data and statistical techniques used in the analysis.

Type of Research:

Descriptive study to better comprehend the problem of non usage of Competency Mapping or challenges faced in its implementation by Organizations of various types and size.

Design of the Study

Design of the study consist of 3 Phases

1. Analyzing
2. Creation
3. Reporting

Research Tool: Addie Model

The ADDIE model is the generic process traditionally used by instructional designers and training developers. The five phases—

- Analysis,
- Design,
- Development,
- Implementation,
- Evaluation

This paper intends to frame a competency map for Welfare Officers with functional guidelines from Directorate of Industrial Safety and Welfare.

Competency mapping is a process of analyzing and documenting relevant skill sets in a pre-defined format. Employee competencies are an integral part of the performance equation – they complement goals and objectives, and define how employees should get things done for their organizations. Identifying the right employee competencies is imperative for conquering business challenges such as growth, restructuring, mergers and acquisitions, shifts in business focus or transformation of an organization's culture. Moreover, developing an infrastructure for employee competencies is required for truly effective career management programs – a call to action that should not be ignored given the value that employees place on career advancement opportunities.

Competency Atlas is envisioned a guideline document. Competency Atlas for HR Professionals is a comprehensive document of need analysis, list of competencies, attributes; skill sets training plan, development plan and implementation targets. Competency Atlas for HR Professionals was built on the basis of job attributes, knowledge and skill sets. Organization-wide leadership and functional competency models tied to business strategy and results or for refreshing existing competency models to reflect changing demands. The employee competencies and technical skills within Competency Atlas are scaled (i.e. defined at various career levels) to support and define career progression.

Welfare Officer – Position & Functions

Labour welfare is one of the major aspects of national programmes towards betterment of the majority of labour creating population. The term 'labour welfare' is very flexible as well as comprehensive. Labour welfare is a part of social welfare, conceptually and operationally. It covers a broad field and connotes a state of well-being happiness, satisfaction, conservation and development of human resources. The Government has enacted various rules and regulations for the betterment of the worker's life. The ideal of the welfare state has added new dimensions to the labour welfare philosophy. The changing to cope up in regard to technical skills and know-how etc. This welfare approach has become necessary because of the social problems that have emerged as a result of industrialization in a capitalistic setting. As against their social problem, many social welfare amenities have been provided for the benefit of the employees in various industrial units. There is an increasing awareness of recognition in developed as well as developing countries of the need for such welfare measures in industrial employment. The significance of labour welfare has been increasingly recognized in the context of economic development and industrialization.

Welfare is called as a relative concept for it is related to time and space. Changes in it have an impact on the system. As a result, the potential changes in the welfare content keep changing with time and space. It is also been observed that the welfare as a concept differs from country to country and from place to place. Secondly, welfare is a positive concept, as a minimum standard of living, it would demand certain minimum acceptable conditions of existence in both biological and social. Thus, when this is defined it is necessity for the components of welfare in terms of health, food, clothing, housing, medical assistance, insurance so on are to be taken care of.

Further, labour welfare as a concept has both positive and negative sides like, it deals with the provision of opportunities which enable the worker and his family to lead a good life, socially and personally and on the negative side it provides opportunities for undesirable consequences and labour problems.

The concept of labour differs from country to country, industry to industry and from time to time and region to region. Further it also depends on the kind of problems with which the society is confronted that is moulded according to the age group, sex, socio cultural background, economic status and educational level of the employees in various industries.

The utilization philosophy of the labour welfare work as a motivating force towards every labour and for those interested in it.

As per the Indian Factories Act 1948 and TamilNadu Factory Rules 1950, Welfare officers are to be appointed under the following conditions as

- (1) In every factory wherein five hundred or more workers are ordinarily employed, the occupier shall employ in the factory such number of welfare officers as may be prescribed.
- (2) The state Government may prescribe the duties, qualifications and conditions of service of officers employed under sub-section.

Conditions of Service of Welfare Officer

- i) A Welfare Officer shall be given appropriate Status corresponding to the status of member of a factory executive staff.
- ii) The scale of pay and the allowances to be paid to the Welfare Officer and other conditions of service shall be the same as those of the other officers of corresponding status in the factory.
- iii) No penalty shall be imposed upon a Welfare Officer, unless he has been first informed in writing of the grounds on which it is proposed to take action and has been afforded an adequate opportunity of defending himself.
- iv) In case of discharge or dismissal of the Welfare Officer, he may appeal to Chief Inspector of Factories within thirty days from the date of receipt of the order of discharge or dismissal, as the case may be of the Welfare Officer concerned. The decision of the appellate authority thereon shall be final and binding.

Main objectives of this Position

- To eliminate the evils of the jobber system in the recruitment of labour.
- To develop and improve the labour administration in mills /factory.
- To serve as a liaison with the State Labour Commissioner.

Duties of Labour Welfare officer

The Malaviya Committee's Report on Labour Welfare in 1969, following the model rules framed under the Factories Act of 1948, has specified the following duties of welfare officers:

- i. Supervision
- ii. Advice
- iii. Liaison and
- iv. Counseling

Suggestions

These are the suggestion given for junior welfare officer to improve their competency level.

1. Communication- Responding to the audience needs to be improved a lot over non-verbal communication.
2. Working with people- Empathically values the team members. Sharing relevant information needs to be improved
3. Drive for results- Concrete planning will lead to be better perception attention and memory.
4. Analytical & Reflective Reasoning- Should develop an aptitude for observing and listening to facts and happening. Confirmation bias: interpreting reality as per expectation.
5. Applying technical expertise- Should adopt an academic approach towards developing legal aptitude and welfare function.
6. Planning & Organizing – should focus on full experience rather than the most optimistic scenario for completing a task
7. Learning & researching – Learning aptitude has not been assessed and put to use effectively.

Conclusion

This research was done in Sakthi Auto Component Limited, Pallagoundanpalayam based the requirement of organization such as to develop competency mapping model for the HRD section employees. The model was development and the finding & suggestions are made for the Junior Welfare officer in their HRD Section. The same method, process and principle could be extended to all other employees in the same department & also in the other departments, sections and wings of the company with minor tweaking and modifications.

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