Competency Mapping at Ratnamani Metals & Tubes Ltd

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Abstract - Before the concept of competency mapping was established the employees are examined on the basis of their intelligence. Later it was recognized that the intelligence is not enough to examined an employee other thing like traits, behavior, value& self-concept is also important for employee to be a best performer in the company. If an employee has best skill in his area but he does not have proper behavior than he cannot be said as a best performer. Employee should ne best in skill, knowledge, behavior, traits value. In competency mapping employee is rated on the basis of skill, knowledge, behavior, traits value. So that management can decide whether training is needed to that employee and how much training is needed in enhancement of which skill. Due to this management can make their employee which have been skilled in almost all the area and the will perform better which result in easily achieved organization goal and it is helpful to the employees also as it guides them for their career development.

Keywords – Competency, mappimg, behaviour.

I. INTRODUCTION

Competency in simpler words means natural ability or skill an employee possesses and utilize while performing an organization function. It is a part of an individual's personality and forecasts his/her actions in different situations. With the help of competency, an employee can easily find out how task can be performed efficiently. On the other hand, competence just depicts what to be performed.

Competency mapping is a method by which the competencies of an employee can be determined easily and the efforts are made to develop their careers in the right direction. It focuses on evaluating the knowledge, experience, personality traits, outlook of an individual, etc. It not only identifies the capabilities and vulnerabilities of the individual but it also recognizes the competencies required to perform a task or to fulfill the organization goals and objectives. Various processes such as job appraisal, staffing, training, career planning etc. are used to integrate the identified competencies.

According to Dhar, "Competency mapping can be defined as the process of identifying competencies for any organization along with the jobs and functions within it".

Key words: Competency mapping, Skill, training

II. LITERATURE OF REVIEW

(N. SANDHYA,Dr. SUNDARI DADHABAI, OCT-DEC (2017)

The aim is to assess the competencies of the employee in selected industry. Questionnaire method was used to identify the competency gap mapping of it. Assessment Sheets had been prepared to understand the levels of competencies compared to the desired standards on the basis of Self Assessment & Assessment of functional heads.

(Zulfiqar Murtaza, February 2015)

The study explains that there is a big gap in the competencies among the employees of tourism industry as against the competencies required by the employees of the said sector. The study also explains various measures where the gap can be cleared. The study has shown the resultsthat were tested using T test. Based on this research a competency map will be developed which can be quite handful in suggesting improvements for the tourism sector in the state

(JAIDEEP KAUR, VIKAS KUMAR , January 2013)

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resources. The ability of companies to effectively carry out competency based human resources management. We tested to what extent competency mapping would help in analysing the gap in required skill and could be worked upon improve the level of competency. Questionnaire method was used to identifying the competency gap. Competencies of three level of manager was measured. The manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level.

(S.V.Sreedevi, May, 2013)

A study was carried out with a view of measuring the competency level of employees in the pharmacy sector. The competency assessment focuses on six behavioural segments namely, Action Oriented, Adaptability, Building Trust, Client Focus, Innovation, Quality Orientation, Samples of 100 employees were selected from a population using convenient sampling method. The data were analysed and interpreted using the statistical tools namely Chi-Square Test. The study has revealed that the competency level of employees from the actual and the standard competency is analysed and the means to rectify the Gap are suggested

(S. BALAJI, D. VIMALA, November 2012)

This Study made an attempt to Study the Competency Mapping in Adecco Service Organizations at Chennai. The primary aim of this Study is to identify the difference between the performance of Employee of Adecco Service Organization at Chennai and the secondary aim was to identify the competency gap of employee which was based on the 11 dimensions that were taken for Competency Mapping. To fulfil this a questionnaire was designed comprising of 11 dimensions and was distributed to 50 sample and 48 were found to be valid. Some Suggestions were given as to how to bridge the gap between the two extremes.

(R.Yuvaraj, August-2011)

Primary objective of the study is to map the technical competencies for the employees in different departments of a Textile Machinery Manufacturing Industry. Secondary objective of the study is to develop the competency calendar for employees in any industry and to assess the Training need identification of the employees in the company and also

to offer the suggestions to the organization for the betterment of the employees & Organization.

Research Objectives:

* To find out the gap between the present competencies and expected competencies of the employees.

* To analyze the training needs of the employees.

III. RESEARCH METHODOLOGY

Sampling Plan

POPULATION: The population of my study is limited i.e. Ratnamani Metals & Tubes LTD of Chhataral Plant.

SAMPLE: This research contains the skill mapping of the employees of five departments
Pickling = 2 designation
Civil = 2 designation
Quality= 2 designation
HR & Admin = 2 designation
Purchase = 2 designation
Total Sample = 10 designation

Source of data collection

* Primary data:

In filling the existing skills of employees while doing skill mapping, primary source is used by collecting the data from the employees.

* Secondary data:

Secondary data is collected by analyzing the company records, by scrutinizing Ratnamani reports, and by surfing the website of the company.

IV. DATA ANALYSIS

Department Pickling
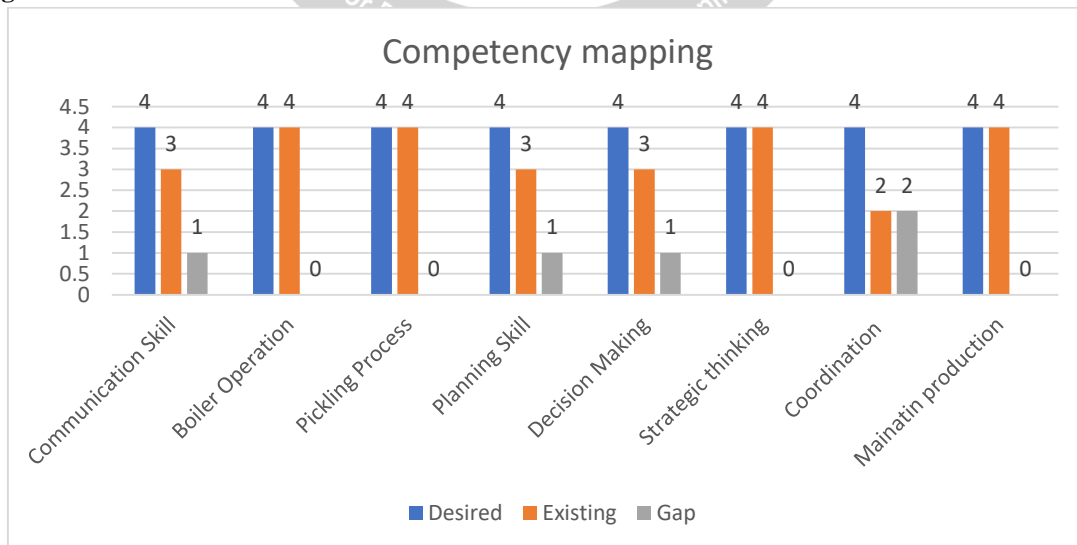
1.   . **Sr. Engineer**
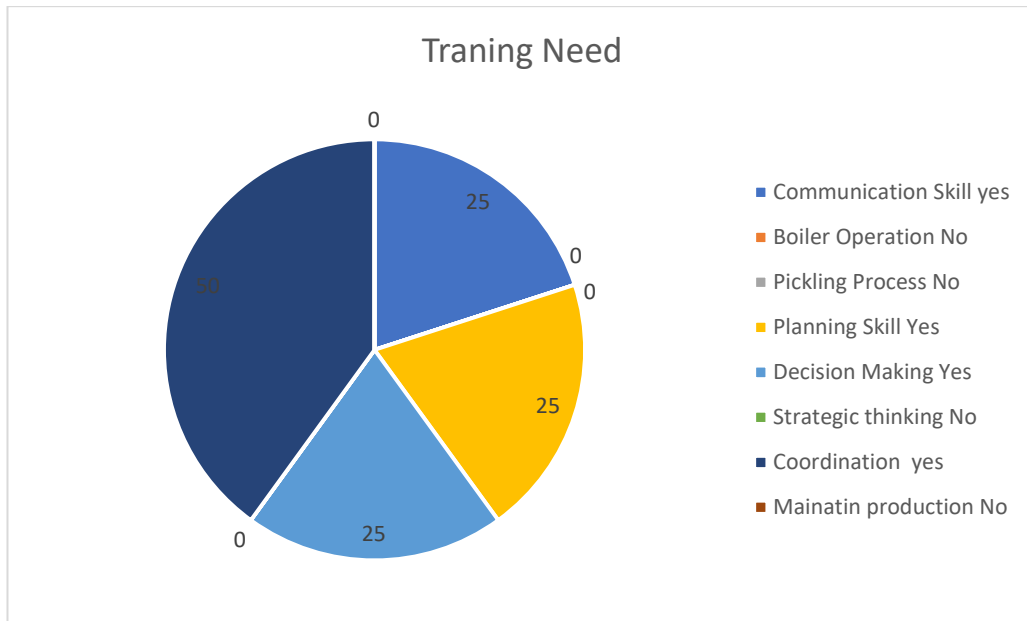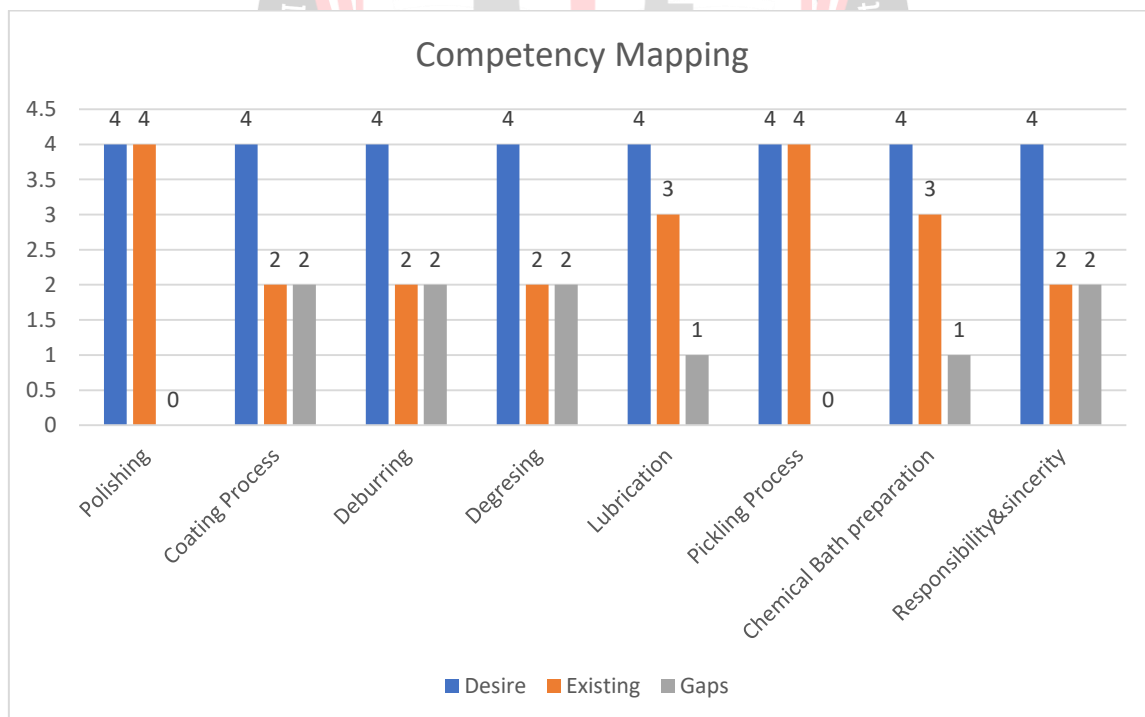

Figure 1 Competency Mapping of Sr. Engineer

Figure 2 Training Need of Sr. Engineer

Interpretation: From the above column chart & Pie chart, it's clear that the skill gap is presented in the skill of Senior Engineer which is shown by green data label in the chart in pickling department. For improving communication and planning skill he needed a soft skill training. He should have appropriate and be aware of current affairs in his department so that he will not face difficulties in decision making. He should try to coordinate with other employees so that he will make better relation with them and working with good coordination a goal can be achieved easily.

2. **Sr. Operator**

Figure 3 Competency Mapping of   Sr. Operator

Figure 4 Training Needs of Sr. Operator

Interpretation: From the above column chart & pie chart, it's clear that the skill gap is present in the skills of the operator shown in green data label in the chart. He should try to meet all his responsibilities appropriately. He should try to improve his performance in coating process, deburring and degresing skill.
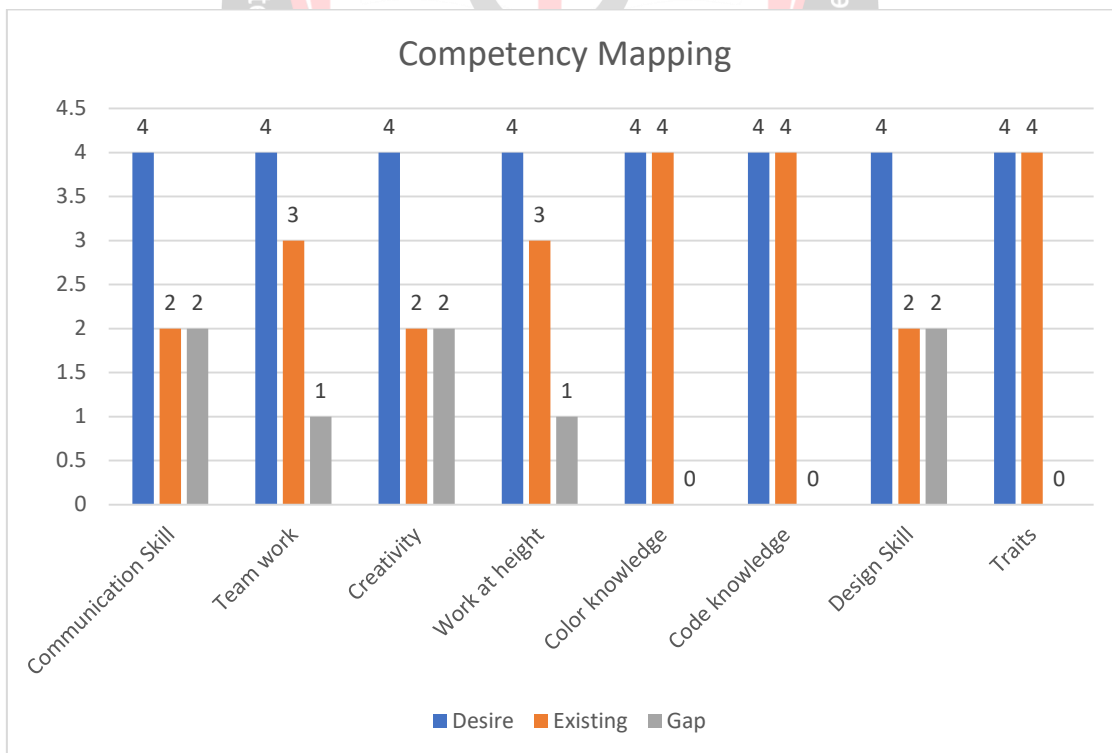
Department Civil
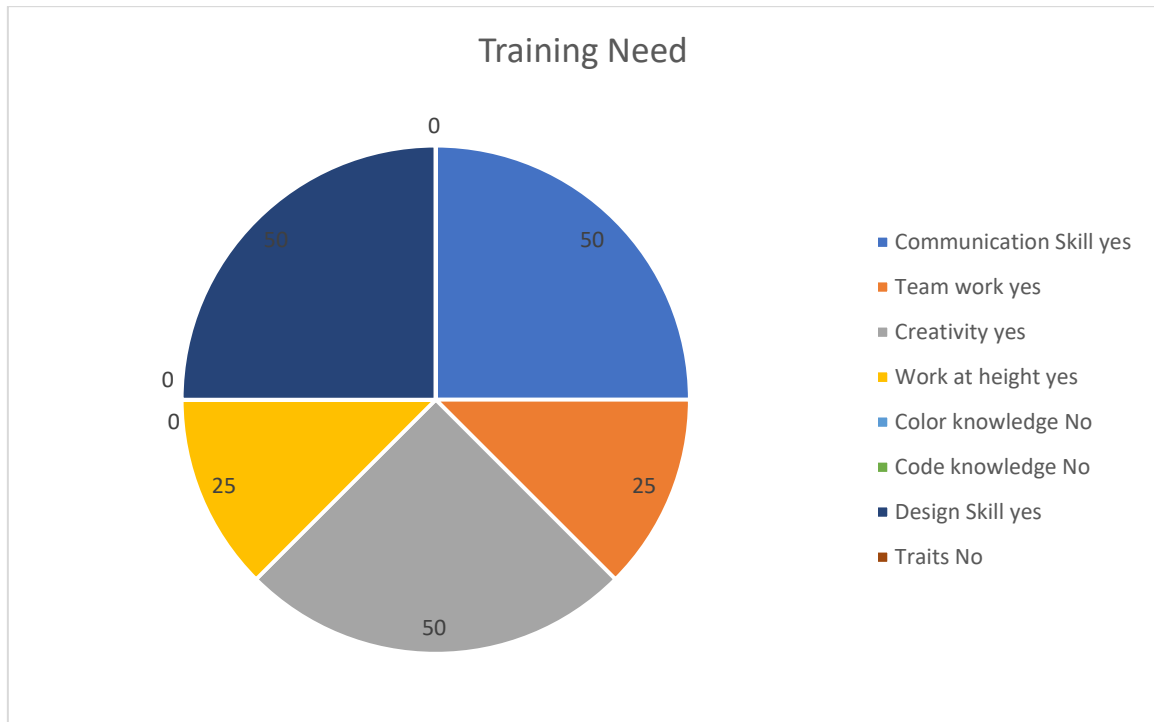
1. Painter

Figure 5. Competency Mapping of Painter

Figure 6. Training Needs of Painter

Interpretation: From the above column chart & pie chart, it's clear that the skill gap is present in the skills of the painter shown in green data label in the chart. He needs soft skill training for communication skill. He can improve his skills like working at height, design skill and creativity by gaining training at e- learning portal in which institute provide skill and knowledge online.
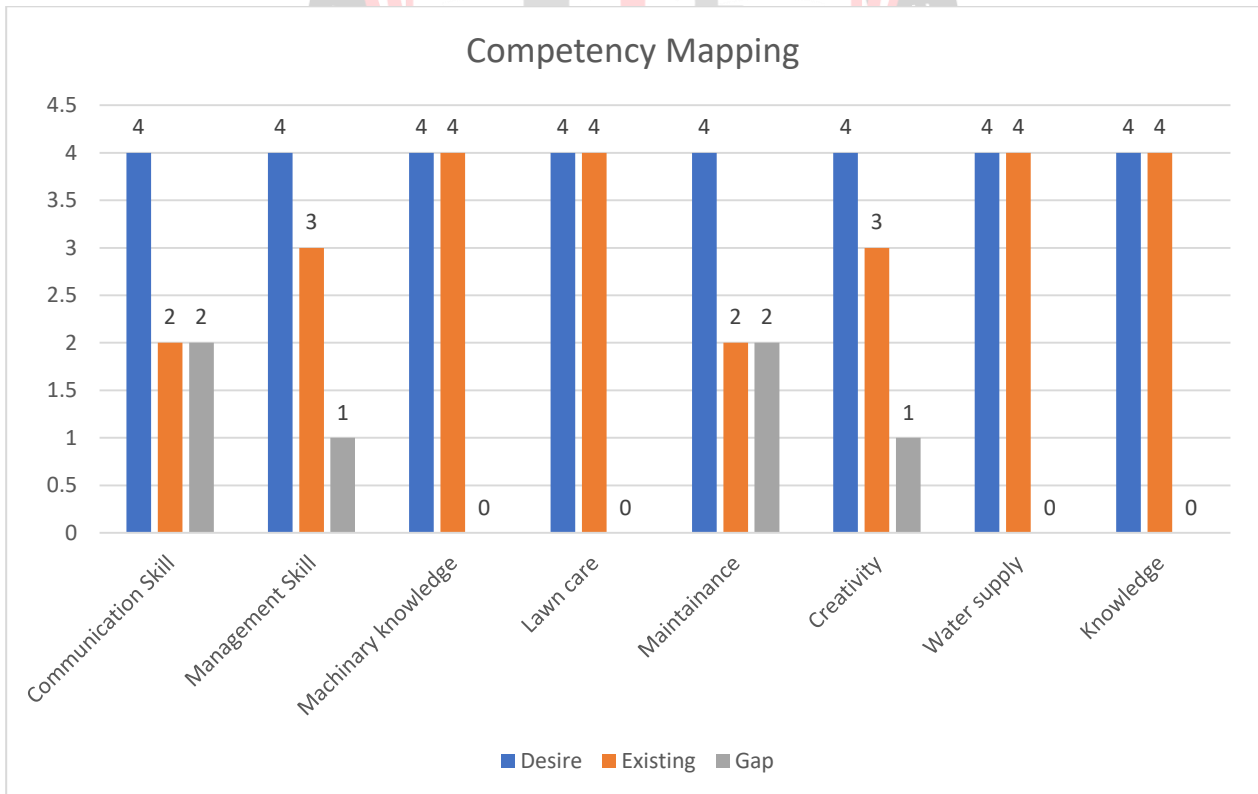
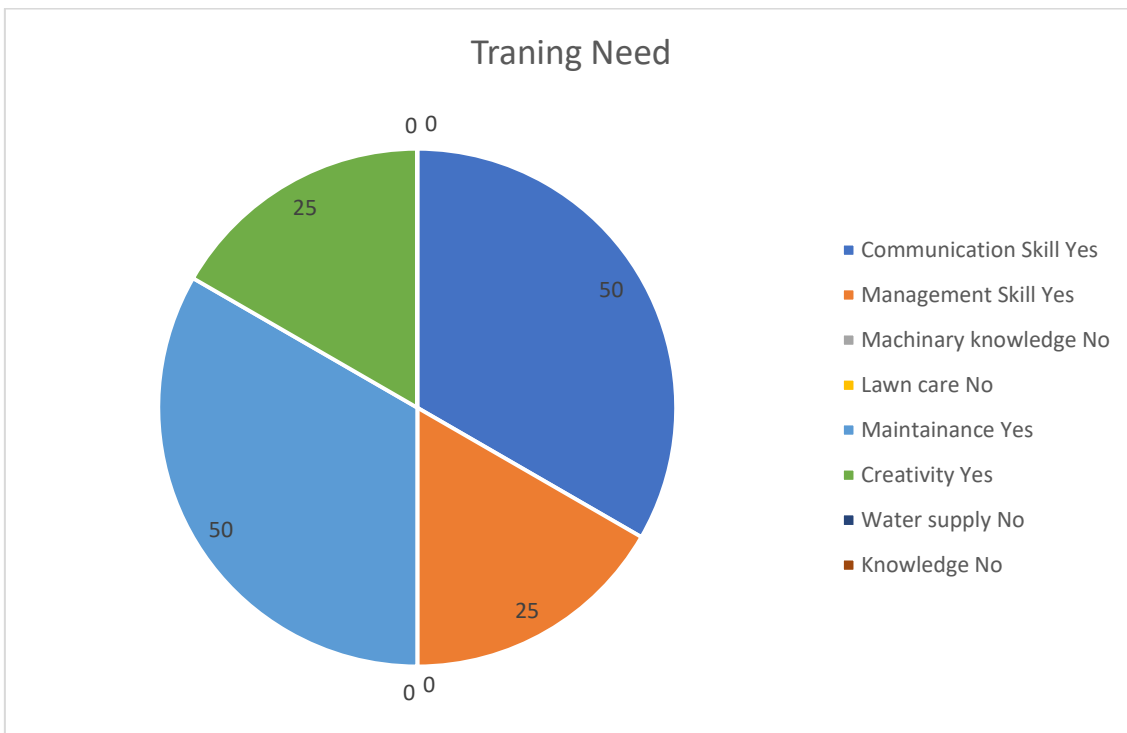### 2. Gardner

Figure 7. Competency Mapping of Gardner

Figure 8. Training needs of Gardner

Interpretation: From the above column chart & pie chart, it's clear that the skill gap is present in the skills of the Gardner shown in green data label in the chart. He required soft skill training for improving communication and management skill.
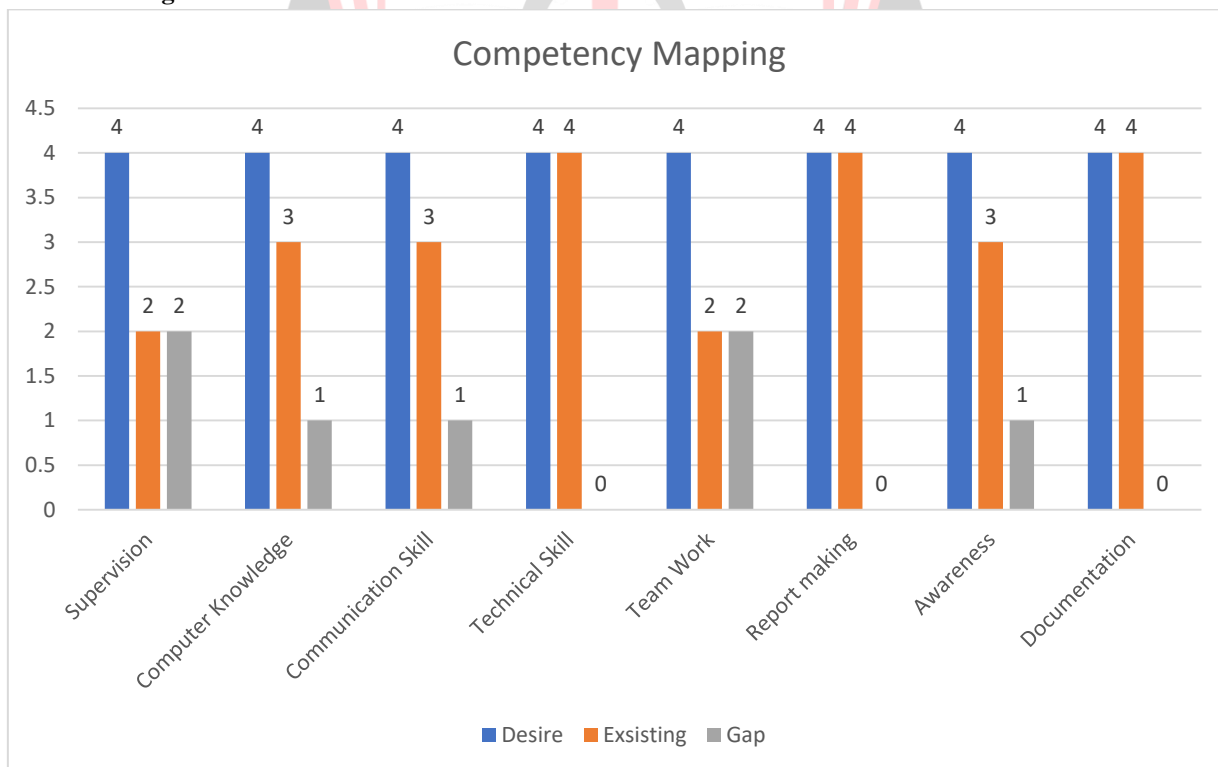
Department Quality

1. **Assistant manager**

Figure 9. Competency Mapping of Assistant manager

Figure 10. Training Needs   of Assistant manager

Interpretation: From the above column chart & pie chart, it's clear that the skill gap is present in the skills of senior manager shown in green data label in the chart. For improvement of communication and computer knowledge skill he required soft skill training. He should be keep learning current affaires to keep himself aware.
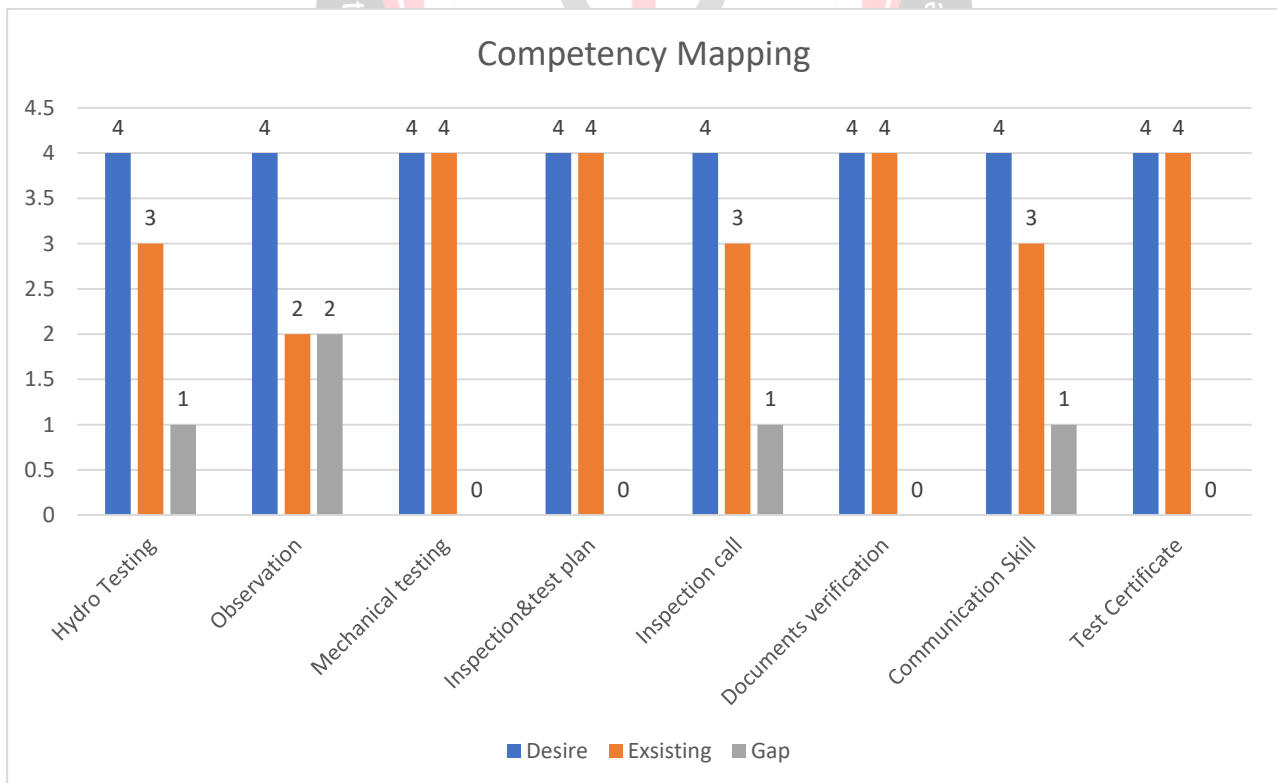
2.   **Assistant Engineer**

3.

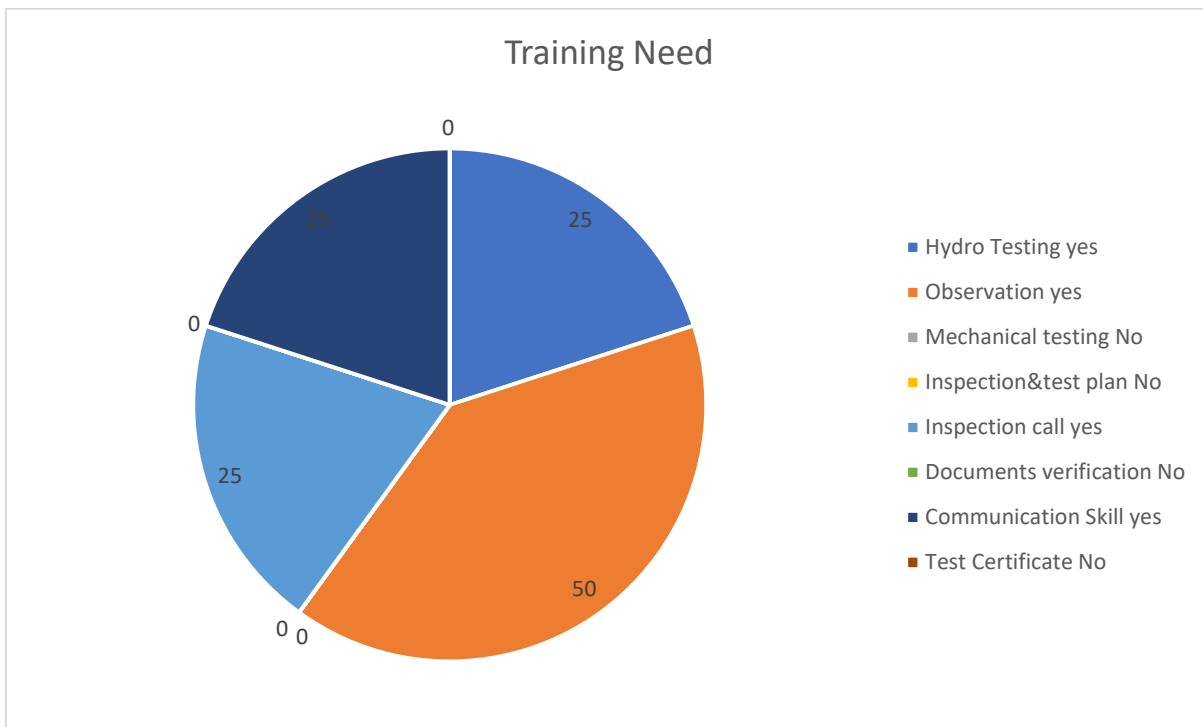Figure 11. Competency Mapping of Assistant Engineer

Figure 12   Training Needs of Assistant Engineer

Interpretation: From the above column chart & Pie chart, it's clear that the skill gap is present in the skills of the Assistance Engineer which is shown by green data label in the above column chart in Quality. He should provide coaching so that he can improve skills like hydro testing and inspection call. He can improve his communication skill by getting soft skill training.

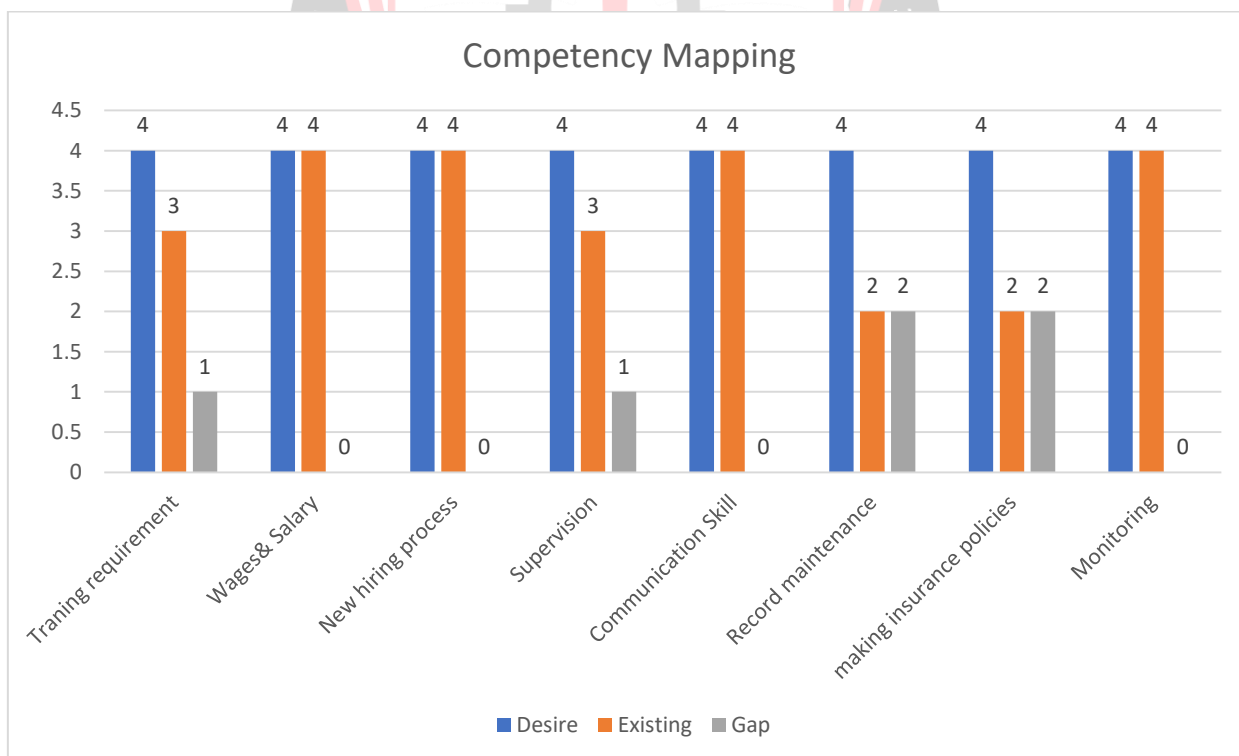**Department HR & Admin**

1.   Assistant Manager

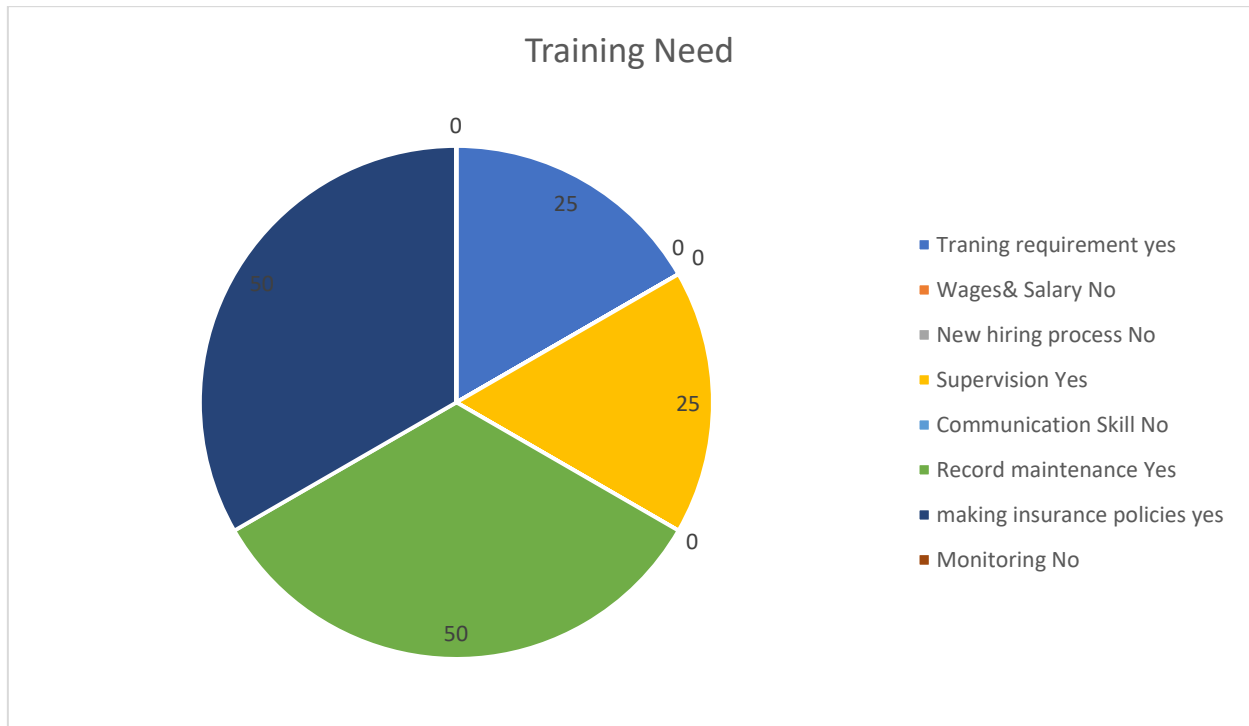Figure 13. Competency Mapping of Assistant Manager

Figure 14. Training Needs of Assistant Manager

Interpretation: From the above column chart & Pie chart, it's clear that the skill gap is present in the skills of assistant manager which is shown by green data label in the above column chart. He should try to maintain good relation and keep communicating with other department so that he that he can recognize the requirement of training. He should improve his supervision. He should keep himself updated with current affairs while making insurance policies
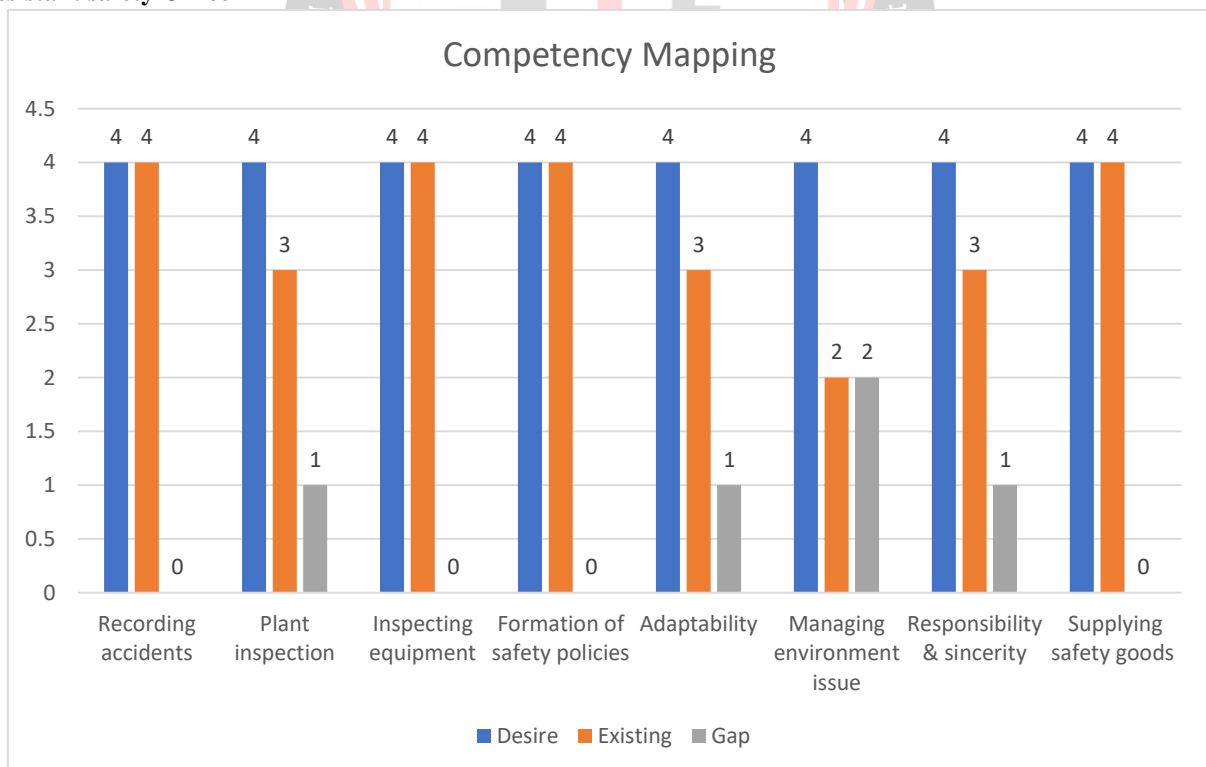
2. **Assistant safety Officer**

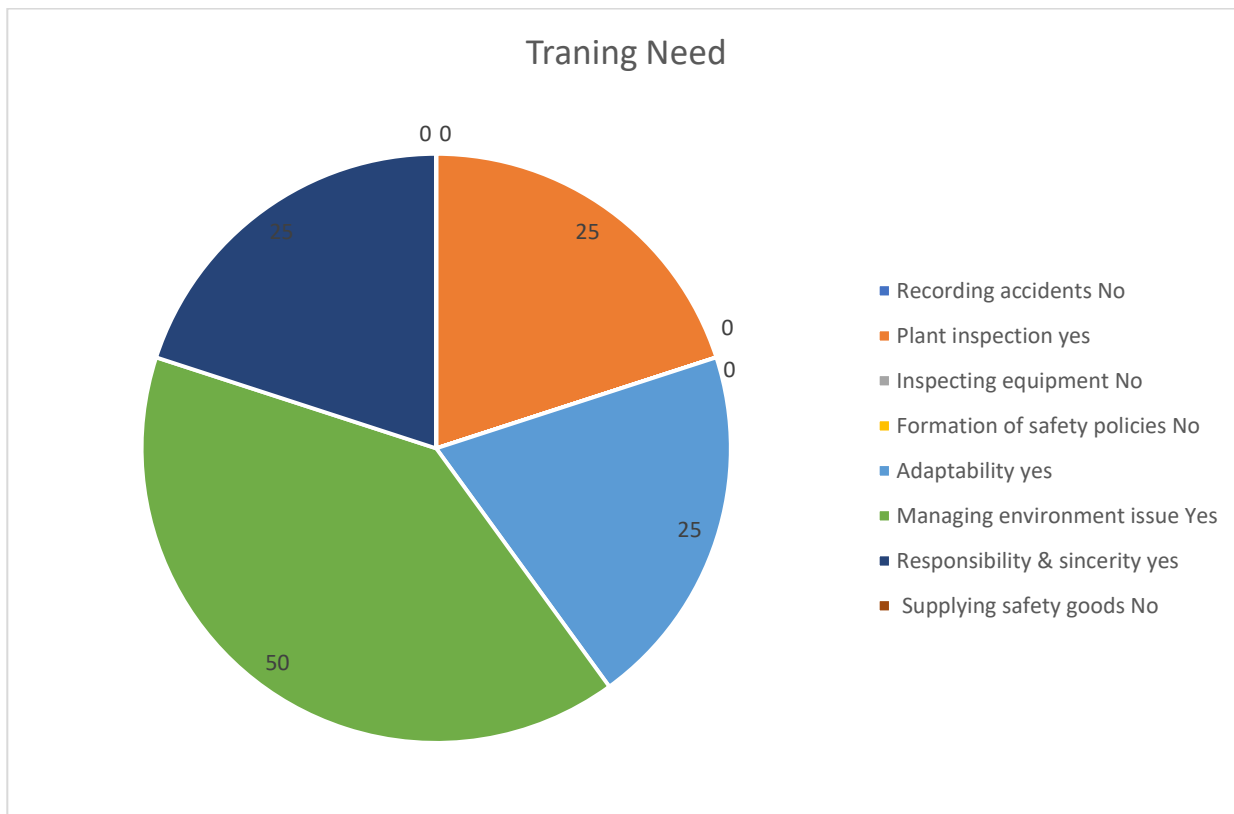Figure 15. Competency Mapping of Assistant safety Officer

Figure 16. Training Needs of Assistant safety Officer

Interpretation: From the above column chart& Pie chart, it's clear that the skill gap is present in the skills of assistant manager which is shown by green data label in the above column chart. He should keep himself updated about the environment so that he can manage it properly and he should try to meet his responsibilities appropriately.
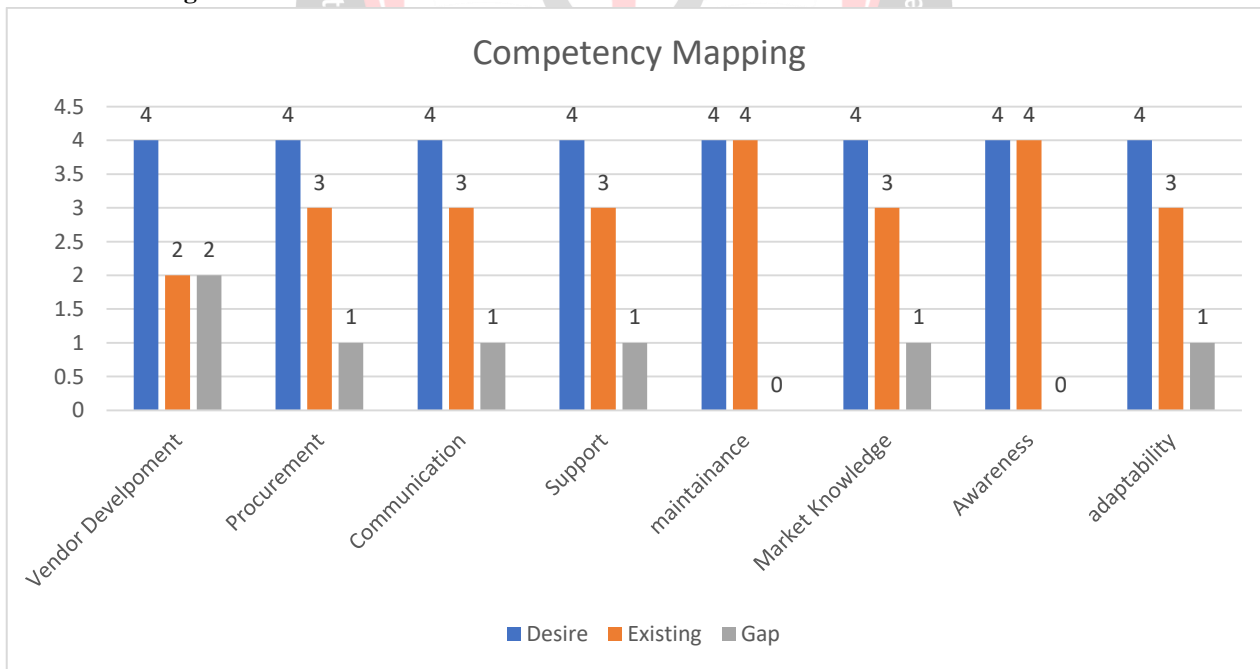
Purchase

1. **Assistant Manager**

Figure 17. Competency Mapping of Assistant Manager

Figure 18. Training Needs   of Assistant Manager

Interpretation: From the above chart& pie chart, it's clear that the skill gap is present which is shown in green data label in the diagram. He required coaching from his senior to improve his vendor development, procurement and market knowledge skills. He should keep himself updated about the current affairs.

2.   **Assistant Officer**
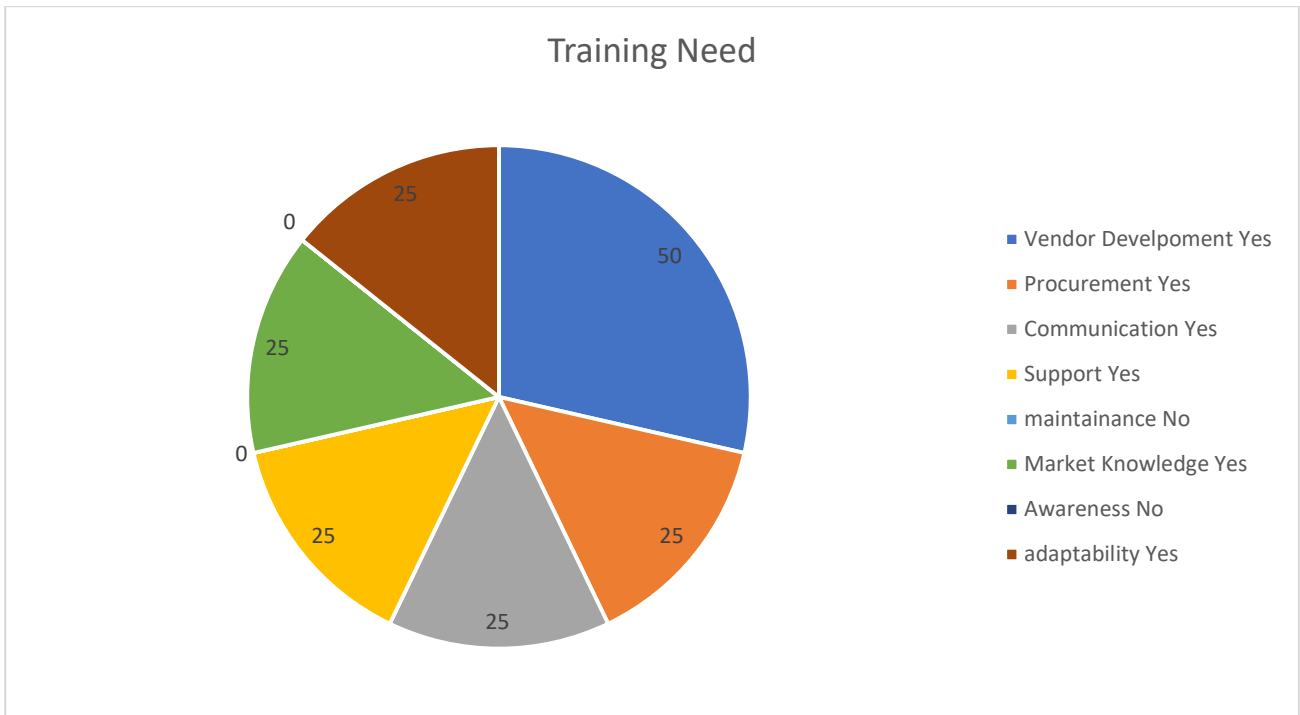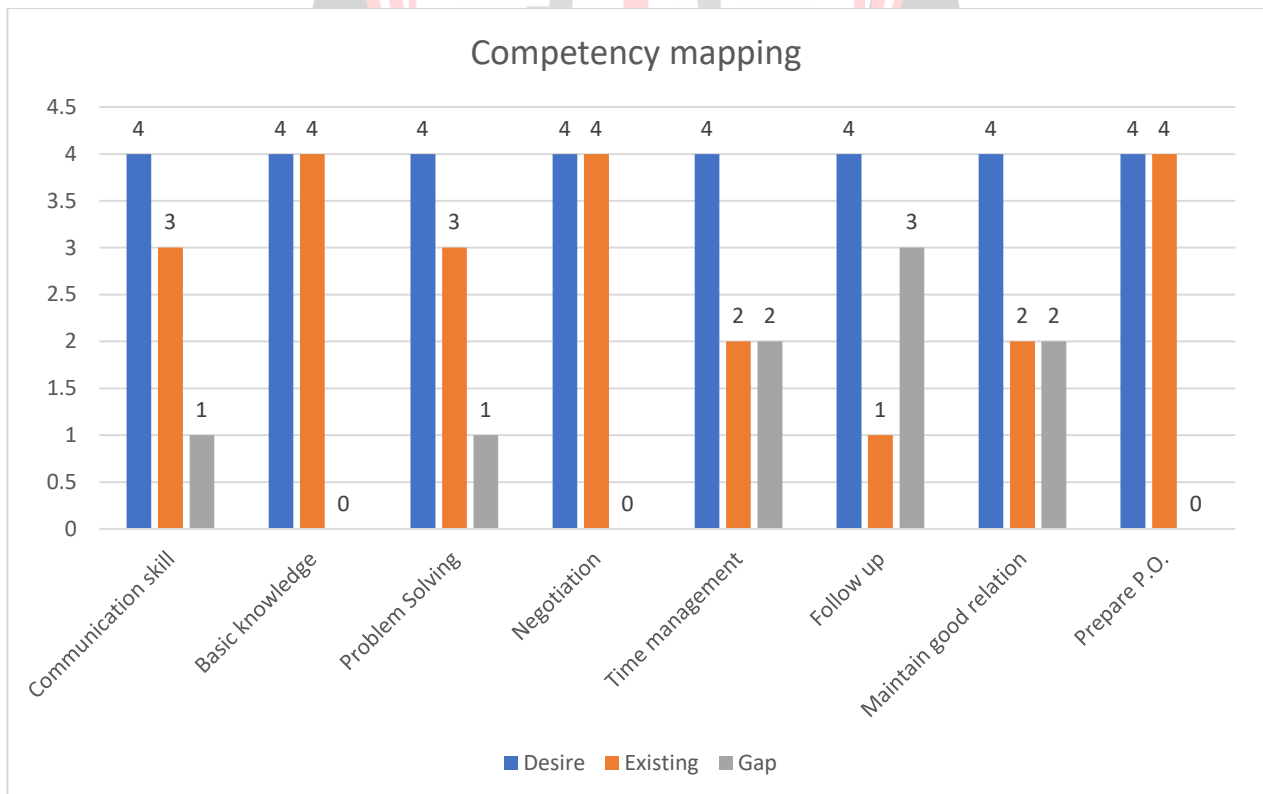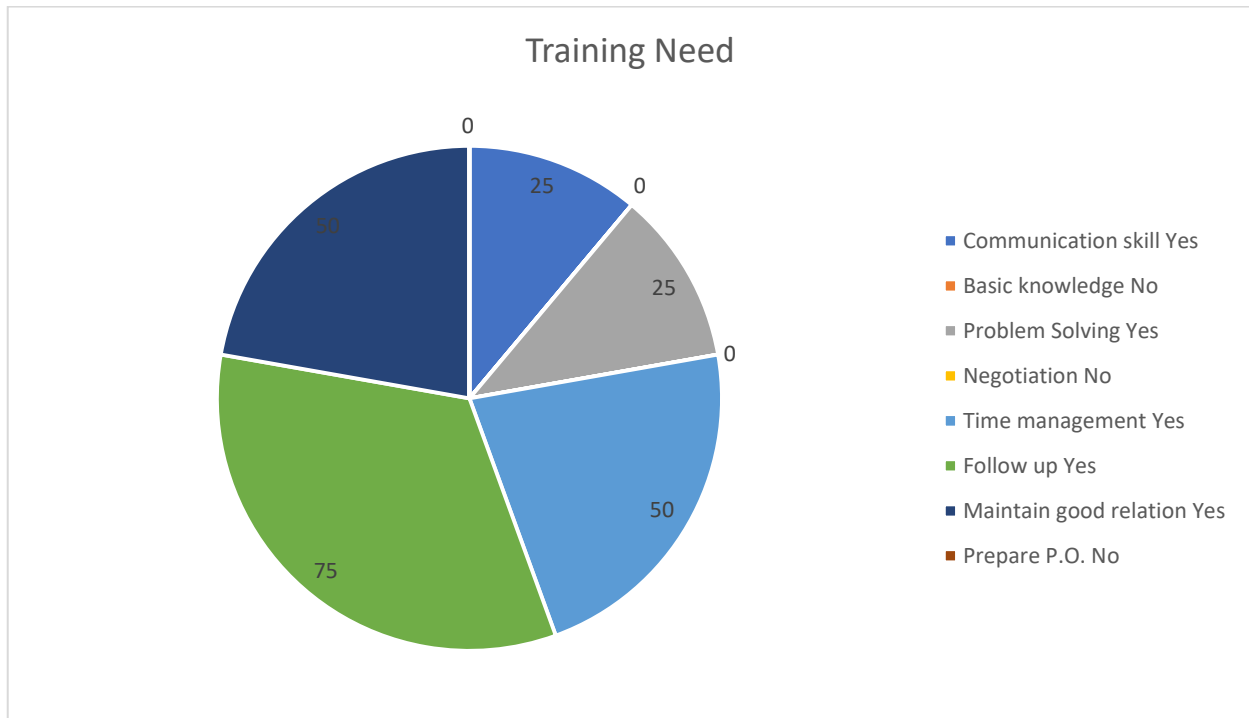

Figure 19. Competency Mapping of Assistant Officer

Figure 20. Training Needs of Assistant Officer

Interpretation: From the above chart& pie chart, it's clear that the skill gap is present which is shown in green data label in the diagram. He required soft skill training to improve his communication, problem solving and time management skills.

Findings:

This study is conducted primarily to explore the skills gaps that are prevent across the employees of five departments of Ratnamani. The result which is founded after doing the skill mapping of the employees is as followed:

Pickling

Senior Engineer

Skill gap is presented in 4 out of 8 competencies and required training and need to be improve in following competencies:

25% in communication, 25% in planning skill, 25% in decision making, 50% in coordination

Does not required any training or improvement in boiler operation, pickling process, strategic planning and maintaining production competencies.

Senior Operator

Skill gap is presented in 6 out of 8 competencies and required training and need to be improve in following competencies:

50% in Coating process, 50% in deburring, 50% in degresing, 25% in lubrication, 25% in chemical bath preparation, 50% in responsibilities & sincerity.

Does not required any training or improvement in polishing and pickling process.

Civil

Painter

Skill gap is presented in 5 out of 8 competencies and required training and need to be improve in following competencies:

50% in communication skill, 25% in team work, 50% in creativity, 25% in work at height, 50% in design skill

Does not required any training or improvement in colour and code knowledge and traits.

Gardner

Skill gap is presented in 4 out of 8 competencies and required training and need to be improve in following competencies:

50% in communication skill, 25% in management skill, 50% in maintenance, 25% in creativity

Does not require any training or improvement in machinery knowledge, lawn care and water supply competencies.

Quality

Assistant manager

Skill gap is presented in 5 out of 8 competencies and required training and need to be improve in following competencies:

50% in supervision, 25% in communication skill, 25% in computer knowledge, 50% in team work, 25% in awareness.

Does not require any training or improvement in technical, report making and documentation competencies.

Assistant Engineer

Skill gap is presented in 4 out of 8 competencies and required training and need to be improve in following competencies:

25% in hydro testing, 50% in observation, 25% in inspection call, 25% in communication skill

Does not require any training or improvement in mechanical testing, inspection & test plan, documentation and test certificate.

HR & Admin

Assistant Manager

Skill gap is presented in 4 out of 8 competencies and required training and need to be improve in following competencies:

25% in training & recruitment, 25% in supervision, 50% in record maintenance, 50% in making insurance policies

Does not require any training or improvement in wages& salary, new hiring process, communication and monitoring competencies.

Assistant safety officer

Skill gap is presented in 4 out of 8 competencies and required training and need to be improve in following competencies:

25% in plant inspection, 25% in adaptability, 50% in managing environment issue, 25% in responsibilities & sincerity.

Does not require any training or improvement in recording accidents, inspecting equipment, formation of safety policies and supplying safety goods.

Purchase

Assistant Manager

Skill gap is presented in 6 out of 8 competencies and required training and need to be improve in following competencies:

50% vendor development, 25% procurement, 25% communication, 25% supportive, 25% market knowledge, 25% adaptability.

Does not require any training or improvement in maintenance and awareness competencies.

Assistant officer

Skill gap is presented in 5 out of 8 competencies and required training and need to be improve in following competencies:

25% in communication skill, 25% in problem solving, 50% in time management, 75% in follow up, 50% in maintaining good relation

Does not require any training or improvement in basic knowledge and prepare P.O.

V.   CONCLUSION

So, it can be concluded that these are the required training needs of the people which have to be fulfilled by the management so that the company meet its productive level as well as employee themselves would try to improve their skills.

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