Chapter- 7

Conclusions, Recommendations and Suggestions

7.1- Conclusions

7.2- Recommendations and Suggestions
7.1-Conclusions

Competency mapping begins with identification of the workforce competencies required to perform the organizational business activities. Once the competencies are identified, mapping between the targeted vs. actual value of competencies is required to Measure, analyze and predict the future capability of competencies and take necessary Corrective/preventive action to either enhance or maintain the current capability. Identifying the tasks, skills, knowledge and attitude required to perform various Organizational roles can be used in formulating job description, assessing employees’ Current level of competency.

Following are major conclusions of the study for Private sector organization, Service sector organization and competency mapping for teacher in education sector.

Private sector organizations

1. Majority of Private sector organizations having Primary emphasis on cost/ secondary emphasis on differentiation strategy while defining business strategy of organization. To satisfy cost reduction strategy, organization needs to enhance employees’ skill and knowledge to minimize the number of defect, wastage in an organization.

2. Majority of private sector organizations had given first rank to the Quality as priorities as per their relative importance to organization followed by cost, delivery, innovation, and flexibility.

3. Majority of private sector organizations had objective of employee and organization development followed by sales growth and increase market share, while less emphasis are given on return on asset.

4. Majority of private sectors organizations conducting competency mapping techniques Once in year, followed by some organization conducting it twice in a year, while very few organizations conducting it in once in two year, as per need analysis and on continuous basis. Competency mapping must be conducted in organization at list once in year; the organization which conducts such activity on continuous basis always achieved the better results.

5. Majority of private sector organizations used Interview method for identification of competency followed by other techniques like by HR Specialist, Questionnaire, Job expert/ Subject. While other methods like Benchmarking against superior performers and Critical incident technique has given less preference. Interview method is easiest and less time consume methods which helpful to identify correct competency of employees.
6. Majority of Private sector organizations using Self and Superior assessment methods for Competency Assessment, followed by other methods like Interviews, 360degree feedback, Assessment centre, while less emphasis given to other methods like Role play and management games. Modern methods like 360 degree feedback and Assessment centre are the best methods for Competency assessment which minimizes the rating errors.

7. Private sector organizations giving more emphasis on ‘Quality of work’, Followed by “Work Knowledge and ‘Technical Knowledge’, while assessing the performance of employees, while less emphasis given on “Team work “and ‘Quantity of work”, Followed by “Dependability” and ‘Attendance”. To satisfy functional strategies of organisation more emphasis given to quality of work, work and technical knowledge.

8. Traits those are necessary for the performance of supervisors, first preference given to ‘Ability and skill to control peers independently’. Followed by second preference “work knowledge” and third to “work output”.

9. Regarding various ‘Managerial skills’ adopted in order to measure the performance of managerial staff, majority of Private sector organisation has given first rank to “Speed and efficiency in decision making and problem solving” followed by second rank to Contribution towards work planning and setting up of targets for the department, self and subordinates’ and third rank to ‘Ability to readjust work plan according to competitive demands and the changing needs’

10. Traits/ attributes to measures ‘Job skills’ adopted in order to measure the performance of managerial staff, majority of Private sector organisation has given first rank to “Development of new ideas, techniques and procedures for improving efficiency and productivity” followed by second rank to ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation’ while ‘Assistance in the formulation of policies and specialisation’ has been given third rank

11. Traits/ attributes to measures ‘Behavioral skills’ adopted in order to measure the performance of managerial staff, majority of Private sector organisation has given first rank to “Understands people and creates in them enthusiasm for work” followed by second rank to Sensitivity and tact in dealing with personal problems of peers, subordinates and clients’ while ‘Well behaved and respectful towards his/ her superiors’ has been given third rank.

12. Majority of Private sector organizations using Performance appraisal as method for Training needs identification, followed by other methods like Training need identification form, Skill Matrix, and Interviews method, while less preference given to
Role clarity format method for training need identification. Every organization have there well established performance appraisal system hence results of it act as important input for training need identification.

13. Majority of private sector organizations having job rotation as a method of on the job training followed by other methods like Job instruction, and Coaching, while less preference given to Committee Assignment as a method of on the job training. Job rotation is the best tool for training employees on various skills. Job rotation is one of the important training approach towards the change management.

14. Majority of private sector organizations having Lecture method as a method of off the job training followed by other methods like conference/Discussion and Role Playing while less preference given to Vestibule training as a off the job method of training. Lecture method is easiest and time saving method for training when number of trainees is more.

15. Majority private Sector organizations has given first rank to “Increase productivity “as satisfied training objective of organization, followed by second rank to “Improve the quality of product/services”, third rank to” Effect the personal growth”.

16. Majority of private sector organisations implementing Team Intervention as organisational development intervention technique followed by second preference to “Structural Intervention”, while third preference to “Intergroup & Third Party peacemaking intervention while less preference given to “ Individual intervention”. OD Intervention techniques like Team building, Work redesign, Quality of work life, Re-engineering,Quality circle, MBO, TQM, Six sigma are more preferred by most of organisation.

17. Resistance to change, skill shortage might occur because of poor planning of change, slow and steady introduction of change is the best approach to overcome the resistance to change, proper forecasting avoids the problem of skill and resource shortage.

18. Majority Private Sector organisations has given first rank to “To achieve Organisational objectives and strategy” as the benefits achieved through the competency mapping in organization followed by second rank given to “To satisfy business needs and Individual’s needs” third rank given to “Positive change in organisation culture, System, process and Management.”
Service sector organizations

1. Majority of service sector organizations focused on pure quality strategy followed by Primary emphasis Quality/ secondary emphasis differentiation strategy while defining business strategy. Quality services to customers are most important competitive dimension to survive in case of service sector organization.

2. Majority of service sector organizations have given first rank to the Quality as priorities as per their relative importance to organization followed by flexibility, Cost, Reliability and dependability

3. Majority of service sector organizations giving more emphasizes on the objective of Customer /Patient satisfaction, followed by employee and organization development, while less importance given on the objective of increase market share.

4. Majority of service sectors organizations conducting competency mapping techniques Once in year, followed by some organizations conducting it twice in a year, while few organizations specify other way of conducting it (once in two year, as per need analysis, continuous basis)

5. Majority of service sector organizations used Interview method for identification of competency followed by other techniques like Questionnaire Job expert / Subject , By HR Specialist, less emphasis given to other methods like Benchmarking against superior performers and Critical incident technique.

6. Majority of Service sector organizations used Self and Superior assessment methods for Competency Assessment, followed by other methods like Interviews, 360degree feedback, Assessment centre, while very few organizations using Role play methods for Competency Assessment.

7. Service sector organizations giving more emphasis on ‘Quality of work”, Followed by “ Work Knowledge and ‘Technical Knowledge’, while assessing the performance of employees, while less emphasis given on “Team work “and ‘Quantity of work”, Followed by “Dependability” and “Attendance”.

8. Traits those are necessary for the performance of supervisors. First preference given to ‘work knowledge’. Followed by second preference “work output”, and third to Ability and skill to control peers independently’

9. Regarding various ‘Managerial skills’ adopted in order to measure the performance of managerial staff, most of Service sector organisations have been given first rank to ‘Contribution towards work planning and setting up of targets for the department, self and subordinates’ followed by second rank to Speed and efficiency in decision making
and problem solving’ and third rank to ‘Ability to readjust work plan according to competitive demands and the changing needs’.

10. Traits/attributes to measures ‘Job skills’ adopted in order to measure the performance of managerial staff, majority of service sector organisations has given first rank to “Development of new ideas, techniques and procedures for improving efficiency and productivity” followed by second rank to ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation’ while ‘Assistance in the formulation of policies and specialisation’ has been given third rank.

11. Traits/attributes to measures ‘Behavioural skills’ adopted in order to measure the performance of managerial staff, majority of service sector organisations has given first rank to “Sensitivity and tact in dealing with personal problems of peers, subordinates and clients” followed by second rank to “Understands people and creates in them enthusiasm for work”. And third rank to “well behaved and respectful towards his/her superiors”.

12. Majority of service sector organizations use Performance appraisal as method for Training needs identification, followed by Training need identification form, and Interviews method, and Skill Matrix, while less preference given to other methods like Role clarity format method for training need identification.

13. Majority of service sector organizations having job rotation as a method of on the job training followed by other methods like Coaching, and Job instruction, while less preference given to Committee Assignment as a method of on the job training.

14. Majority of service sector organizations using Lecture as method for off the training followed by Conference/Discussion and Role Playing while less preference given to Vestibule training method.

15. Majority service Sector organizations has given first rank to “Increase productivity “as satisfied training objective of organizations, followed by second rank to “Improve the quality of product/services”, third rank to” Effect the personal growth”.

16. Majority of Service sector organisations implementing Team Intervention as organisational development intervention technique followed by second preference to “Structural Intervention”, while third preference to “Intergroup & Third Party peacemaking intervention while less preference given to “ Individual intervention”.

17. Service sector organisations facing some problem of resistance to change, skill shortage while implementing the competency mapping in organizations while there is no problem of Top management support and resource shortage.

18. Majority service sector organisations has given first rank given to “To achieve Organisational objectives and strategy” and “To satisfy business needs and Individual’s
needs” as the benefits achieved through the competency mapping in organization followed by second rank given to “Positive change in organisation culture. System, process and Management.”, third rank given to “Developing and retaining competent Human resource”

**Education sector –**

Following are conclusions in competency mapping for teachers in education sector

1. Majority of the teachers were emotionally intelligent and also the competency level was higher only with a negligible gap.

2. Most of the teachers came under the 1st grade of EQ with the scores ranging between 42-63, and only few teachers under the 2nd grade of EQ with the score value of 21-41.

3. Number of teachers under the score level ‘good and excellent’ is higher. This is a positive trend. For the statement on “opinion on pay and promotion based on teacher performance appraisal” there was a fair response. Scores obtained for “participation in seminars, conferences, publications and other academic activity” was the least.

4. Highest mean value was obtained for Clarity of expression like language and voice, followed by Planning and completion of the syllabus on time, and third on ‘Punctuality in conducting classes’. The least mean values were obtained for Involvements in co-curricular activities like sports, culture, NSS NCC, field trips.

5. Mean scores obtained for EQ and CL of various institutes/colleges that only a negligible difference was noticed. The highest EQ level was obtained by Law members followed by Social work, Architecture, Management, Engineering, Pharmacy and Comp. mgt. Most of the departments secured good scores ranging between 4 and 5 in CL.

6. The gap was wider for “Your opinion on pay and promotion based on teacher’s performance appraisal” and “Professional growth-participation and paper presentation in academic events, publication etc, while The gap was less for “Clarity of expression like language and voice, Planning and Completion of the syllabus on time, Punctuality in conducting classes.
7.2- Recommendations and Suggestions

On the analysis of the data in respect of Competency Mapping techniques in Private and Service sector organization in an around Nashik industrial areas, following are the major recommendations and suggestions in the implementation of Competency Mapping techniques for Private and Service sector organizations.

1. **Alignment/ Linkage of Competency Mapping with Organizational Strategies** - To make sure an organization achieve excellence, the strategies and plans should be focused on reaching the vision and mission. Processes like Competency Mapping should be developed and should be aligned with the organization’s strategies so as to make sure the system is effective.

2. **Awareness about Competency mapping** - Increasing business literacy of the workforce to help employees better understands how competency mapping contributes to the organization’s success. Employee’s response in a mixed way to any kind of modifications on policies. Proper communication results in conveying the vision of competency mapping in an effective way. Actively involving a broad-base of employees in the development of competency mapping actions and initiatives for driving strategy execution.

3. **Standard and benchmarks of competency** - Standard and benchmark of competency are written statements describing how well a job role should be performed. Organization should develop competency standards and benchmark in collaboration with employees , whenever possible and explain to new employees during the first month on job roles.

4. **Competency-based interviewing and selection** - Organizations should use “competency-based interviewing and selection” methods to choose talent for positions or project roles. These interviewing and selection methods should use not only for hiring external applicants, but also for staffing internal roles. Organization can use the same competencies to assess performance, to encourage future development plans from individuals, and to plan for succession in the organization.

5. **Competency Based Performance Management System (CBPMS)** - Organizations should use Competency Based Performance Management System (CBPMS) that can help the organization to develops a sense of leadership and commitment and it works to create an atmosphere to perform, lead tasks, set standards, and seek excellence in all times.

6. **Competency based training** - Competency based training programs clearly tell what should be the competency level of the person entering the program. This would
drastically reduce the training cost for the organization. It is also helpful in career planning. Employees can match their proficiency in competencies with the competencies requirements of various jobs. Based on the match employees can apply for a job or consider other job opportunities.

7. **Competency based compensation** - Organizations should use “Competency based compensation” strategies that can help the organizations to determine compensation on the basis of actual performance levels through the process measuring the actual competencies exhibited by the individuals while performing their jobs.

8. **Competency evaluation** - The competency evaluation and the performance evaluation are done on yearly basis. Competency Evaluation can be more effective if it carried out at least twice a year, so that it keeps reminding the employees where they stand and what they have to achieve the required objectives. The organization can also focus on providing regular counseling and feedback every month or quarter. This can be done by the superior or the boss who can act as a mentor and guide him to do better. This will help the individual to correct and change accordingly. This will yield better results in the time of appraisal making it easier to judge the individuals progress.

9. **Periodic review** - Periodic review of competency mapping by employees to remain current with the organization’s business needs. Periodic review of the skills and knowledge required to perform a particular role ensuring they are complete and correct.

10. **Competency mapping techniques** - Development of competencies can be done also with help of other effective techniques, like Behavioral Event Interview using BARS Competency Card which help is effective follows up of work Focus group etc... This will help in preparing a more comprehensive list of competencies for evaluation parameters.

11. **Combining performance appraisal with Assessment Centre** - Combining performance appraisal with assessment centre will help in improving the competencies, skills, ability and compensation which makes employees to work with passion and feel strong connection to their company. Assessment centers make it possible for organizations to make use of the best methodology for assessing their employees. “And if the assessment is competency-based—the information available on individuals can be aggregated for the organization to provide data on the overall levels of capability in the business relative to the business needs in the future. Regular feedback improves the performance of employees and makes them Connected to the organization.

12. **Training and development on competency framework** - To develop Competency Framework organization better train its internal members of HR team having strong desire to take up the project with focused attention with support of specialist or hired
services of consultant. Training and socialization play a crucial role as training improves their lacking skills, ability and knowledge and socialization helps in improving interpersonal relations, expand business and explore new opportunities. Training on competency framework to generate awareness among employees to participate and contribute in this initiative.

13. **Organization Development** - Organization should use Intervention techniques like Team Intervention, Intergroup & Third Party peacemaking intervention, Structural intervention, Individual intervention depending upon the need and requirement. For effective implementation of OD intervention techniques organization must use OD consultant (from within or outside). Competency management should concern with creating a culture in which organization and individual learning and development are a continuous process.

14. **Individual Development Plan** - Individual Employees should Map Their Competencies to Develops the capability to compare one’s actual competencies to an organization or position’s required/preferred competencies, in order to create an Individual Development Plan.

15. **Inventory of competencies** - Focus on developing inventory of competencies for the future. The organization has to plan to meet the changes expected in technology, product and process in the coming years. Alignment of India-specific competencies with the organizational global roles and requisite set of competencies.

16. **Traits / attribute to Measure Performance of Employee** - Organization should give more importance to Quality of work” Followed by” Work Knowledge” “Technical Knowledge”, “Team work” and should give less importance to ‘Quantity of work”, “Dependability” and “Attendance”. While measuring the performance of employees.

17. **Traits/attributes to measure the performance of supervisors** - Organization should give more importance to ‘Ability and skill to control peers independently’. Followed by “work knowledge “and “work output” while measuring the performance of Supervisors.

18. **Factors affecting the performance appraisal system in organization** - Appraising authority should have wider knowledge about the evaluation of performance. An appraiser or an officer writing a report should be given proper training and taught about the value of different traits given in appraisal form. Reporting officers and reviewing officers take their reports very lightly and do not fill the reports seriously either because of lack of time or lack of interest. Hence to overcome such barriers in performance appraisal system Proper time should be given to both appraisers and appraise while appraising the performance. Interest should be develop among both appraiser and
appraise about the performance appraisal system. Problem / Rating errors during performance appraisal like Halo effect, personal prejudice Recency effect etc should be overcome.

19. Traits/ Attributes to Measures ‘Managerial Skills’ - Organisation should give more importance to traits/attributes like “Speed and efficiency in decision making and problem solving” followed by ‘Contribution towards work planning and setting up of targets for the department, self and subordinates’ and ‘Ability to readjust work plan according to competitive demands and the changing needs’ while measuring the Managerial skill of Managers/ Superiors.

20. Traits/ Attributes to Measures ‘Job Skills’ - Organisation should give more importance to traits/attributes like “Development of new ideas, techniques and procedures for improving efficiency and productivity” followed by ‘Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation’, and ‘Assistance in the formulation of policies and specialisation’ while measuring the job skill of Managers/ Superiors.

21. Traits/ Attributes to Measures ‘Behavioural Skills’ - Organisation should give more importance to traits/attributes like “Understands people and creates in them enthusiasm for work” followed by ‘Sensitivity and tact in dealing with personal problems of peers, subordinates and clients’ and ‘Well behaved and respectful towards his/ her superiors while while measuring the Behavioural skill of Managers/ Superiors.

22. Problems encounter while implementing the competency mapping in organization - Organization should overcome various Problems encounter while implementing the competency mapping like Resistance to change, Top Management support, Skill shortage, Resource Shortage by having proper approaches like slow and steady introduction of change with involvement of employee in decision making, strong and healthy industrial relations and proper human resource planning.

23. Competency information - Formalization and automation of competency analysis database to define competencies in terms of tasks, skills and knowledge required for different roles in the organization. Utilization of competency information across all policies including training, career development, competency development, recruitment and mentoring.

The organization should focus on making the system more efficient by making the employees feel that the system is excellent, and it benefits both the individual and organization.
Suggestion for development of competencies among the various Teachers.

1. More opportunities need to be given to teachers to update their functional knowledge and skill. The curriculum in refreshers courses and orientation programme needs to be revamped depending on the demand.

2. The formalities to seek permission to avail duty leave, to present papers needs to be simplified.

3. Teacher evaluation system needs to be strengthened, identify the performance gap in a comprehensive manner and implement strategies in a fair manner. The individual teacher should be intimated about his/her competency and performance level which would enthuse to move to the next level.

4. Organise faculty development programmes in the concerned subjects, leadership traits as a part of motivation of faculty members frequently.

5. Visit the institutions of higher learning and have an interaction with the faculty members of those institutions adhere the best practices of that institution. Have an industry – academic partnership.

6. Visit corporate houses and share concepts in the subjects related or beneficial to the industry, thereby the teachers will set rich experience in practical aspects (this will be useful in the faculty member to convert practice in to theory) students enjoy learning and competency level of the faculty will automatically enriched.

7. Periodical orientation is needed for the teaching community to update them. So orientation and refresher courses inside the campus is must for one teaching faculty.

8. Teachers must be given all basic amenities to bring out the talents of the students, basic amenities means class room, language lab. computer internet facilities.

9. Due recognition should be given to teachers who perform well. (Open appreciation to the person concerned a part). Any promotion and monetary benefits must be extended only on the basis of their performance appraisal of the students, which would improve the competency of the teachers. Best teachers AWARDS should not be given according to present students suggestions only, it should be decided by out gone students suggestions. Because students should not be affected by giving suggestions through intervals or any other means.

10. Teachers must aware that competency in an important basic necessity rather an additional quality. Skill-development workshops to be arranged by the college itself. Stress management classes and personality development classes are required.
periodically
11. Competency mapping can be done in an extensive manner in all colleges covering a wider range of attributes. This would help to assess the situation and aid in important policy decisions. The assessment can be done from the students and superiors and compared with self-assessment.