A study on Relationship of Competency Mapping Towards Organization Growth and Success

Dear Respondent,

This is a request that I am a research student doing research on Relationship of Competency Mapping towards Organization Growth and Success. This research aims at knowing the result of implementation Competency Mapping in your organization.

I solicit your valuable time to help me in my research by filling in the questionnaire enclosed for your perusal.

Your honest frank view will go a long way in enabling the aforementioned research work.

Needless to add your responses as well as the organizations would be kept confidential and the responses would be analyzed in aggregate only

Thanking you for giving your precious time for the same.

Yours sincerely

Karuna Nayak
This information given by you will be kept strictly confidential and will be used only for the purpose of this research

Annexure 1 (This annexure is for CEOs and HR Heads)

1 Allocate marks out of 100 for the factors mentioned below which constitute elements of Competency Mapping. You cannot give zero value and 5 being the lowest.

1. Aptitudes
2. Skills & Abilities
3. Knowledge
4. Physical Competencies
5. Styles
6. Personality
7. Principles,
8. Values,
9. Beliefs,
10. Attitudes & Interests.
Annexure 2 (This annexure is for CEOs and HR Heads)

1. Rank the factors below in your Competency Mapping Initiative based on the value or importance given by the organization as of today (current).

<table>
<thead>
<tr>
<th>Factors</th>
<th>Current Rank</th>
<th>Perceived Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aptitudes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Skills &amp; Abilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Physical Competencies</td>
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<tr>
<td>5. Styles</td>
<td></td>
<td></td>
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<tr>
<td>6. Personality</td>
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<tr>
<td>7. Principles,</td>
<td></td>
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<tr>
<td>8. Values,</td>
<td></td>
<td></td>
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<tr>
<td>9. Beliefs,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Attitudes &amp; Interests.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Annexure 3 (Department Manager’s)**

1. The predetermined competency assessment model is practiced at all levels for all positions.
   
<table>
<thead>
<tr>
<th>A. Strongly Agree</th>
<th>B. Agree</th>
<th>C. Disagree</th>
<th>D. Strongly Disagree</th>
</tr>
</thead>
</table>

2. Arising out of competency mapping initiative performance of employees has enhanced.
   
<table>
<thead>
<tr>
<th>A. Strongly Agree</th>
<th>B. Agree</th>
<th>C. Disagree</th>
<th>D. Strongly Disagree</th>
</tr>
</thead>
</table>

3. In our organization we use a Competency Model which is well accepted.
   
<table>
<thead>
<tr>
<th>A. To a very great extent</th>
<th>B. To a considerable extent</th>
<th>C. To a very little extent</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

4. Competency Mapping in our organization has led to rapid organization growth.
   
<table>
<thead>
<tr>
<th>A. To a very great extent</th>
<th>B. To a considerable extent</th>
<th>C. To a very little extent</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

5. The Competency Mapping methods are validated regularly.
   
<table>
<thead>
<tr>
<th>A. Strongly Agree</th>
<th>B. Agree</th>
<th>C. Disagree</th>
<th>D. Strongly Disagree</th>
</tr>
</thead>
</table>

6. Competencies for all managerial employees have been documented.
   
<table>
<thead>
<tr>
<th>A. Yes, in all the cases</th>
<th>B. In most of the cases</th>
<th>C. In few cases</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

7. The Competency Mapping initiative of our organization is a participative process.
   
<table>
<thead>
<tr>
<th>A. Strongly</th>
<th>B. Agree</th>
<th>C. Disagree</th>
<th>D. Strongly</th>
</tr>
</thead>
</table>
8. The Competency Mapping initiative of our organization is a time bound process.
   A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

9. The Competency Mapping initiative of our organization is measured for effectiveness against predetermined parameters by the management.
   A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

10. The Competency Mapping initiative of our organization is measured for effectiveness by neutral third parties to ensure objectivity.
    A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

11. The Competency Mapping initiative of our organization is made known to all employees through communication drive.
    A. On all Occasions  B. On most Occasions  C. On very few Occasions  D. Not at all Occasions

12. Our Competency Mapping methods are transparent and are used in Recruitment and Selection.
    A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

13. Our Competency Mapping methods are transparent and are used in Promotion.
    A. Yes, in all the cases  B. In most of the cases  C. In few cases  D. Not at all

14. Our Competency Mapping methods are transparent and are used in HR Planning.
    A. On all Occasions  B. On most Occasions  C. On very few Occasions  D. Not at all
15. Our Competency Mapping methods are transparent and are used in Succession Planning.

<table>
<thead>
<tr>
<th>A. To a very great extent</th>
<th>B. To a considerable extent</th>
<th>C. To a very little extent</th>
<th>D. Not at all</th>
</tr>
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</table>

16. Our Competency Mapping methods are transparent and are used in Team Building.

<table>
<thead>
<tr>
<th>A. Yes, in all the cases</th>
<th>B. In most of the cases</th>
<th>C. In few cases</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

17. Our Competency Mapping methods are transparent and are used in Training & Development.

<table>
<thead>
<tr>
<th>A. On all Occasions</th>
<th>B. On most Occasions</th>
<th>C. On very few Occasions</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

18. Our Competency Mapping methods are transparent and are used in Performance Management and Review system.

<table>
<thead>
<tr>
<th>A. To a very great extent</th>
<th>B. To a considerable extent</th>
<th>C. To a very little extent</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

19. Our Competency Mapping methods are transparent and are used in Competency Based Pay.

<table>
<thead>
<tr>
<th>A. On all Occasions</th>
<th>B. On most Occasions</th>
<th>C. On very few Occasions</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

20. Our Competency Mapping methods are transparent and are used in Work Design /restructuring.

<table>
<thead>
<tr>
<th>A. Yes, in all the cases</th>
<th>B. In most of the cases</th>
<th>C. In few cases</th>
<th>D. Not at all</th>
</tr>
</thead>
</table>

21. Our Competency Mapping methods are transparent and are used in Job Evaluation methods.
22. The Competency Mapping initiative helps us to identify competency gaps.

A. Yes, in all the cases  
B. In most of the cases  
C. In few cases  
D. Not at all

23. The Competency Mapping initiative of our organization is seen by employee as essential for performance enhancement.

A. Strongly Agree  
B. Agree  
C. Disagree  
D. Strongly Disagree

24. The Competency Mapping initiative of our organization has led to high level of feedback for improved the Competency Mapping Process.

A. Strongly Agree  
B. Agree  
C. Disagree  
D. Strongly Disagree

25. The Competency Mapping initiative of our organization has led to employees trusting the process as they feel it is objective.

A. To a very great extent  
B. To a considerable extent  
C. To a very little extent  
D. Not at all

26. The Competency Mapping initiative of our organization helps to clarify expected performance behaviors that will lead to goal attainment.

A. Yes, in all the cases  
B. In most of the cases  
C. In few cases  
D. Not at all

27. The Competency Mapping initiative of our organization helps employees to focus on the core activities of the business.

A. On all Occasions  
B. On most Occasions  
C. On very few Occasions  
D. Not at all

28. The Competency Mapping profile required for the desired position was made known to the employee before the position was offered.

A. Strongly  
B. Agree  
C. Disagree  
D. Strongly
29. Competency Mapping profile involves cross functional dimensions which facilitates his development.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

30. Competency Mapping process is an integral part at stages of managerial career paths.

A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

31. Competency Mapping process offered to employees enables them to identify opportunities for contribution/growth within the organization.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

32. Competency Mapping process offered to employees facilitates to achieve ambitious/stretched goals.

A. Yes, in all the cases  B. In most of the cases  C. In few cases  D. Not at all

33. Competency Mapping process offered to employee facilitates continuous improvement.

A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

34. The Competency definition in our organization has led to employees becoming fully aware of what is expected of them in the job.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

35. The Competency Mapping effort in our organization on a regular basis provides the organization areas of weakness that needs to be addressed.
36. The Competency Mapping in our organization helps the management to redefine its expectations/requirements at all levels.

A. On all Occasions  B. On most Occasions  C. On very few Occasions  D. Not at all

37. The Competency Mapping in our organization has enabled the organization to decide on outsourcing.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

38. The Competency Mapping in our organization has enabled the organization to decide on right sizing.

A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

39. The Competency Mapping in our organization has enabled the organization to decide on reengineering.

A. Yes, in all the cases  B. In most of the cases  C. In few cases  D. Not at all

40. The Competency Mapping in our organization has enabled the organization on restructuring.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

41. The Competency Mapping in our organization has enabled the organization to decide to redefine HR role.

A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree
42. The investment made in Competency Mapping is reflected in individual employees progress and organization performance in a reasonable time frame (5 yrs).

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

43. In our organization professional leaders of the business utilize the competency mapping initiative data for strategic management.

A. On all occasions  B. On most occasions  C. On very few occasions  D. Not at all occasions

44. In our organization professional leaders of the business utilize the competency mapping initiative data for identifying employees strength.

A. Yes, in all the cases  B. In most of the cases  C. In few cases  D. Not at all

45. In our organization professional leaders of the business utilize the competency mapping initiative data for identifying employees weakness.

A. Strongly Agree  B. Agree  C. Disagree  D. Strongly Disagree

46. In our organization professional leaders of the business utilize the competency mapping initiative data for identifying employees opportunities.

A. On all occasions  B. On most occasions  C. On very few occasions  D. Not at all occasions

47. In our organization professional leaders of the business utilize the competency mapping initiative data for identifying employees threats.

A. To a very great extent  B. To a considerable extent  C. To a very little extent  D. Not at all

48. In our organization professional leaders of the business utilize the competency mapping initiative data for facilitating counseling.

A. Yes, in all the cases  B. In most of the cases  C. In few cases  D. Not at all
49. In our organization professional leaders of the business utilize the competency mapping initiative data for mentoring.

A. On all Occasions  
B. On most Occasions  
C. On very few Occasions  
D. Not at all Occasions

50. In our organization professional leaders of the business utilize the competency mapping initiative data for career planning.

A. Strongly Agree  
B. Agree  
C. Disagree  
D. Strongly Disagree

51. In our organization professional leaders of the business utilize the competency mapping initiative data for succession planning.

A. To a very great extent  
B. To a considerable extent  
C. To a very little extent  
D. Not at all

52. In our organization professional leaders of the business utilize the competency mapping initiative data for transfers.

A. Yes, in all the cases  
B. In most of the cases  
C. In few cases  
D. Not at all

53. In our organization professional leaders of the business utilize the competency mapping initiative data to enhance competencies in management development programs.

A. On all Occasions  
B. On most Occasions  
C. On very few Occasions  
D. Not at all Occasions

54. In our organization professional leaders of the business utilize the competency mapping initiative data for restructuring the work.

A. To a very great extent  
B. To a considerable extent  
C. To a very little extent  
D. Not at all
55. In our organization professional leaders of the business utilize the competency mapping initiative data for enhancing its innovative capabilities.

<table>
<thead>
<tr>
<th></th>
<th>A. Yes, in all the cases</th>
<th>B. In most of the cases</th>
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</table>

56. In our organization professional leader validate core competencies for usefulness regularly.

<table>
<thead>
<tr>
<th></th>
<th>A. On all Occasions</th>
<th>B. On most Occasions</th>
<th>C. On very few Occasions</th>
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</table>

57. In our organization employees sense a high correlation of competency mapping initiatives to success, growth and achievement.

<table>
<thead>
<tr>
<th></th>
<th>A. Strongly Agree</th>
<th>B. Agree</th>
<th>C. Disagree</th>
<th>D. Strongly Disagree</th>
</tr>
</thead>
</table>
This information given by you will be kept strictly confidential and will be used only for the purpose of this research

Annexure 4 (Employees)

1. What is the effect of Competency Mapping in your organization.
   A. Success  B. Growth  C. High  D. Includes All 3 Performance

2. Arising out of competency mapping recruiting successful employees has enhanced in the organization.
   A. Strongly  B. Agree  C. Disagree  D. Strongly Agree  D. Disagree

3. Competency Mapping has led to establish high level of performance of the employees in the organization.
   A. To a very  B. To a  C. To a very  D. Not at all great extent  considerable extent  little extent

4. Competency Mapping has led to identify need for performance improvement of the employee in the organization.
   A. Strongly  B. Agree  C. Disagree  D. Strongly Agree  D. Disagree

5. Competency Mapping has led to identify development potentials (future role) of the employees in the organization.
   A. On all  B. On most  C. On very few  D. Not at all Occasions  Occasions  Occasions

6. Competency Mapping in our organization has led to identify career interests of the employees in the organization.
   A. Strongly  B. Agree  C. Disagree  D. Strongly Agree  D. Disagree
7. Competency Mapping has led to retain the employees in the organization.
A. To a very great extent	B. To a considerable extent	C. To a very little extent	D. Not at all

8. Arising out of competency mapping the entrepreneurship ability of the employees has enhanced in the organization.
A. Strongly Agree	B. Agree	C. Disagree	D. Strongly Disagree

9. Competency Mapping has enhanced strategic thinking and its implementation in the organization.
A. To a very great extent	B. To a considerable extent	C. To a very little extent	D. Not at all

10. Competency Mapping has enhanced innovative thinking in finding variety of options both divergent and convergent in the organization.
A. Strongly Agree	B. Agree	C. Disagree	D. Strongly Disagree

11. Competency Mapping has helped in customer orientation in maintaining competitiveness in the organization.
A. On all Occasions	B. On most Occasions	C. On very few Occasions	D. Not at all

12. Competency Mapping has enhanced leadership qualities facilitating team direction in the organization.
A. Strongly Agree	B. Agree	C. Disagree	D. Strongly Disagree

13. Competency Mapping has helped in achieving team goals through people and has build synergy in the organization.
A. To a very great extent	B. To a considerable extent	C. To a very little extent	D. Not at all
14. Competency Mapping has helped to deal with change management and to adapt to it in the organization.

A. Strongly  B. Agree  C. Disagree  D. Strongly Agree

15. Competency Mapping has helped in enhancing global mindset and in understanding the global markets and its implications in the organization.

A. To a very  B. To a  C. To a very  D. Not at all great extent considerable extent little extent

16. Competency Mapping has helped in building resilience and managing work pressure in the organization.

A. Strongly  B. Agree  C. Disagree  D. Strongly Agree

17. Competency Mapping has helped in group process development in the organization.

A. On all  B. On most  C. On very few  D. Not at all Occasions Occasions Occasions

18. Competency Mapping has helped in solving complex problems in the organization.

A. Strongly  B. Agree  C. Disagree  D. Strongly Agree

19. Competency Mapping has enhanced self development in the organization.

A. To a very  B. To a  C. To a very  D. Not at all great extent considerable extent little extent
20. Competency Mapping has developed empowerment quality in the organization.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all

21. Competency Mapping has enhanced the working of all the employees in the organization.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all

22. Competency Mapping is beneficial to all of the employees in the organization.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all

23. Competency Mapping has helped to know one’s personality and its impact on the others/organizations in the organization.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all

24. Competency Mapping has helped to support the organization in achieving strategic objectives in the organization.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all

25. Competency Mapping is a must in all organizations.

A. To a very great extent    B. To a considerable extent    C. To a very little extent    D. Not at all