ABSTRACT OF THE THESIS

1. INTRODUCTION:

The "Competency" is a sum of knowledge, skills, attitude and personality of an individual, which is required to perform current and future organizational roles. Competency also denotes motives, self-concept, traits and desired behavior. Competencies are built up over time and are not innate. It typically takes experience on the job to build competencies. Entry-level employees, by contrast, might bring knowledge, skills, and abilities (KSAs) into the job. Development and experience are needed to become competent.

Telecom industry has a huge business potential and is today a dynamic and booming industry. The need of the hour is a healthy competition among the providers of telecommunication services. This changing pattern in technology causes companies to be very vigilant, competitive and aggressive in their approach. The sustainability of any Telecom company will depend on two aspects, one being updated in Technology and other in having competent Human resources. The employees should be self-driven and competent to match the changing pace of technology. In such a scenario, knowing about their competence will help employees get a better scope in the organization. Hence this study will benefit employees as well as employer.

2. PURPOSE OF THE RESEARCH:

India has the fastest growing telecom network in the world with its high population and developmental potential. Airtel, Vodafone, Idea, Uninor, Reliance, Tata DoCoMo, BSNL, Aircel, Tata Indicom, MTNL and Loop Mobile are the major operators in India. The overall tele-density in the country was 76 per cent in June 2014. Telecom sector is vast and diversified and needs a huge human capital as investment. Engineering workforce dominates telecom sector. At the onset of their career, these Engineers have to work in fields for the maintenance of Cell Towers. The workforce often comprises of both the Company employees and the outsourced employees. Efficient Companies are
confronted daily on the difficult task of optimally assigning work requested to their field workforce, dispatching equipment from the office to field, monitoring the progress of the work and responding to changing conditions. Most of the research works is taking place in Internet accessibility, specifically on data applications and broadband services. The major innovation and research work has been conducted in up gradation of technology but not much research work has been done in Human Resource area especially in India. Due to this intense pressure because of less manpower and growing competition, Telecom Sector is witnessing low employee retention.

Overall, world will be more connected in 2015 - with higher volume capacity, better voice quality and much more. The telecom industry is only going to get more advanced, and the consumers have nothing but improvements to look forward to. This advancement in technology cannot alone lead to growth of this industry what it needs is sustainability, efficiency, competency and security of workforce.

3. OBJECTIVES OF THE RESEARCH:

1. To study the existing level of performance competencies & skills in employees of select Telecom companies and design a complete set of competencies for each key position.
2. To measure the performance level among employees with the existing competencies.
3. To examine all the existing methods for enhancing the performance competencies of employees in the organization.
4. To analyse and correlate all the Core competencies required to deliver optimum performance of job.
5. To design a complete set of performance competencies for each key position in the companies.
6. To suggest the types of training required to increase competency level in employees of the organization so that the employees are developed in accordance with the organizational needs.
4. HYPOTHESES OF THE RESEARCH:

According to the objectives of the research, the present study probes to find the answers to the following questions:

- **Hypothesis 1** Few performing competencies like Intellectual competencies (innovation, comprehension, decision making etc.) may not produce any relevant or visible change in performance of the employees.
- **Hypothesis 2** Employees with better competencies will deliver better result in their job performance.
- **Hypothesis 3** Core competencies if missing in the employee do produce significant decrease in performance.

**QUESTIONS:**

- **Question 1**: Which specific competencies from each category of Technical, Managerial, Organizational and General Competencies provide happiness and motivation to the employees?
- **Question 2**: Which specific competencies from each category of the Technical, Managerial, Organizational and General Competencies lead to better performance of the employees?
- **Question 3**: Which among the 4 Competency, namely Technical, Managerial, Organizational and General Competencies provide considerable level of satisfaction to the employees while working?
- **Question 4**: Which groups of competencies have better correlation with each other and can be clubbed for training purpose?
- **Question 5**: What’s the weightage allocated to each Competency category for each profile?

5. RESEARCH DESIGN AND METHODOLOGY OF THE STUDY:

5. a. **Questionnaire structure**: In this research, the researcher has used a standard Questionnaire for self-assessment of effect of competencies on the performance of the employees. This structured survey Questionnaire used in
the study helps in quantitative research to ensure that each interviewee is presented with the same set of questions in same order so that the answers are reliably aggregated and tested. The structure of the Questionnaire is divided into-

- Basic Information about the employees
- Technical Competencies
- Managerial Competencies
- Organizational competencies
- General Competencies
- Questions for General evaluation

There are few open-ended questions. But most of the questions are closed ended and have Multiple-choice answers with Likerts scale for grading each variable.

5. b. Population and sampling: Since this study is limited to Pune City (Maharashtra, India), there are seven Private Service Providers in the mobile telephony. In order to calculate population for the study the number of Technical employees at each profile is calculated for all the companies. Since the company has outsourced staff at engineer level, hence approximate estimation could only be done. The total population for the technical employees in Pune city is estimated to be 4000. Considering Key Profiles as strata, the stratified sampling method is used to collect the Data. Within the strata, convenience sampling is done. The sample size arrived at is 351.

5. c. Data analysis:

- For data analysis, the scale of reliability is first used to find out the internal consistency of the variables. These variables are used further in Factor analysis. Reliability is synonymous with repeatability. An instrument is said to be reliable if it yields consistent results over time. When a measurement is prone to random error, it lacks reliability. The reliability of an instrument places an upper limit on its validity. The value of Cronbach’s Alpha (α) for this study is 0.923, hence we can conclude that the variables are having high internal consistency and
these variables are considered to be suitable for conducting factor analysis.

- Furthermore, factor analysis is done to understand the significance of Advanced Network Factors and Error Control factors on Job Performance. It is visible from Eigen values that these variables have high internal consistency and can be used further for hypothesis testing.
- For hypothesis testing, simple percentage method, one-way Chi-square test, 2-way Chi-square test and Pearson correlation tests are used. In order to find out the effect of different competencies on the job performance of the employees, Pearson coefficient “r” value is noted. Correlation is denoted by ‘r’ called as Pearson Correlation Coefficient. If r = 0 then there is no correlation, r = -1, then it is negative correlation. If r = +1, then it is perfect positive correlation.
  - If r lies from 0.75 to 1, then there is high correlation
  - If r lies from 0.5 to 0.74, then there is moderate correlation
  - If r < 0.5, then there is low correlation.

6. MAJOR FINDINGS OF THE STUDY:

6.1: Statistically a validation has been carried out using primary data collected through structured questionnaire to identify that there are few behavioral competencies, which may not be affecting the performance of the employees on day-to-day basis, but they definitely improve performance in the long run. It can also be stated that since these competencies in data analysis show a moderate or low correlation with each other and with the performance, hence they are important but employee might not directly feel its importance in his/her daily work. Developing and improving these competencies will help employer in succession planning.

Out of all the competencies tested, only few competencies are identified to produce long-term effect on performance as their Pearson Coefficient ‘r’ value is moderate, which are:

- Creativity
- Mental Agility
Learning habits
Connecting to the organization
Positive outlook
Using the skills
Proactiveness
Foresightedness
Social skills
Persuade/ Motivate team
Maintain quality standards
Understanding the Standards & Specifications
All the above-mentioned behavioral competencies have ‘r’ value less than 0.6; hence they are less correlated with the job performance.

6.2: To measure performance, 5 hypothetical levels are created against which the performance is rated, namely -

Level 5 - Performance beyond expectation,
Level 4 - performance as per industry standards or optimum performance,
Level 3 - Satisfactory performance,
Level 2 - Below standard,
Level 1 - Beginner level.

For optimal/good performance at work, employees should show at least Level 4 or above. From the Data collected, it is visible that-

6.2.a: Maximum percentage of the employees, in all the 4 categories of competencies i.e. Technical/core, Managerial, Organizational and General, exhibit Level 4 of performance (approx. range is 45-65%).

6.2.b: Only very few employees show exceptionally good performance (ranging from 14-20%).

6.2.c: Highest number of employees shows Level 4 performance for Technical Competency as compared to other competencies, (Technical competency being core or functional competency and it is an Engineering Industry).

6.2.d: Most employees exhibit performance at or above Level 3 (i.e. for all the different categories of Competencies).
6.3: Few competencies if they are missing will produce visible deviation in employee’s performance. They are the core competencies, which every employee must possess in order to deliver their role and responsibility successfully. These can be termed as **Performing Competencies**. From among all the technical competencies, few performance competencies are identified, these are-

1. Internetworking Basics
2. LAN Technologies and Concepts
3. Transport Protocols
4. Signals and Systems Concepts
5. Digital Transmission Fundamentals
6. Basic Digital Modulation Techniques
7. Traffic engineering principles
8. Access Network Design
9. Digital encoding
10. Spectrum Regulation Basics
11. Telephone Regulation
12. Telecom Regulation Basics
13. Advanced Regulatory Issues
14. Wireless Systems & Standards
15. RF And Microwave Circuit Design
16. Active RF components modeling
17. The Peterson decoder, fast decoding of BCH codes; Reed
18. Convolutional codes
19. Optical Detectors
20. Multiplexing Components & Techniques
21. Long Haul High Band Width Tx System
22. Static v/s Adaptive Compression
23. Speech Compression
24. Public Key Cryptography and RSA
25. Message Authentication and hash functions

26. Web Security

Above-mentioned Technical competencies have strong correlation with the performance. They all have high Pearson correlation coefficient (‘r’ value > 0.75). If these competences are missing in any employees especially at Engineer and Team lead level will definitely cause deviation in performance.

6.4.a: Competencies For Networking Technology And Protocols (61%), Competencies For Advanced Telecom Systems Theory (73%), Competencies For Advance Wireless Communication (67%), are the Technical competencies, which contribute towards better performance, as employees feel happy and motivated to work with these.

6.4.b: Competencies for Skills And Attributes (81%) and Meta Abilities (62%) are the Managerial competencies which if improved in employees lead to better performance as employees feel happy and motivated to work with these.

6.4.c: Competencies for Teamwork And Relationship Building (71%), Leadership (73%), Presentations (66%) and Communication (69%) are the Organisational competencies, which if improved in employees lead to better performance, as employees feel happy and motivated to work with these.

6.4.d: Quality Driven Competencies (71%), Achievement Driven Competencies (67%) and Team Driven Objective Competencies (60%) are the General competencies, which if improved in employees lead to better performance, as employees feel happy and motivated to work with these.

6.5.a: Among the Technical competencies, employees feel that Competencies for Advanced Telecom Systems (73%) and Competencies for Rf & Microwave design (72%) are the direct contributor to performance.

6.5.b: Among the Managerial competencies, employees feel that Competencies for Skills and Attribute (83%) is the direct contributor to performance.

6.5.c: Among the Organizational competencies, employees feel that Competencies for Teamwork & Relationships (78%) and Competencies for Communication (75%) is the direct contributor to performance.
6.5.d: Among the General competencies, employees feel that Quality Driven Competencies (80%) is the direct contributor to performance.

6.6.a: 46% employees feel that absence of Managerial Competency will cause deviation in performance.

6.6.b: 43% employees feel that absence of Technical Competency will cause deviation in performance.

6.6.c: 55% of employees feel that working with Technical Competency provide happiness and satisfaction at work.

Hence it can be concluded from the data that both Technical Competency (Core Competency) and Managerial competency are equally important as their absence causes deviation in performance and at the same time employees feel happy and satisfied working with these competencies.

6.7: Among the Behavioral Competencies, following competencies show a very strong correlation with each other:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Variable 1 (Competency)</th>
<th>Variable 2 (Competency)</th>
<th>Pearson Correlation Coefficient ‘r’ value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Awareness of Quality Standards</td>
<td>Maintaining Quality Standards</td>
<td>0.853</td>
</tr>
<tr>
<td>2</td>
<td>Ownership for work</td>
<td>Deliver Result</td>
<td>0.819</td>
</tr>
<tr>
<td>3</td>
<td>Ownership for work</td>
<td>Widely Trusted with superiors</td>
<td>0.842</td>
</tr>
<tr>
<td>4</td>
<td>Follow Company Values</td>
<td>Adhere to Code of Conduct</td>
<td>0.849</td>
</tr>
<tr>
<td>5</td>
<td>Follow Company Values</td>
<td>Adhere to Standards &amp; Specifications</td>
<td>0.805</td>
</tr>
<tr>
<td>6</td>
<td>Follow Company Values</td>
<td>Good Behavior &amp; Attitude</td>
<td>0.811</td>
</tr>
<tr>
<td></td>
<td>Adhere to Code of Conduct</td>
<td>Adhere to Standards &amp; Specifications</td>
<td>0.849</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------</td>
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<td>-------</td>
</tr>
<tr>
<td>8</td>
<td>Adhere to Code of Conduct</td>
<td>Exhibit Good Behavior &amp; Attitude</td>
<td>0.833</td>
</tr>
<tr>
<td>9</td>
<td>Standards &amp; Specifications</td>
<td>Exhibit Good Behavior &amp; Attitude</td>
<td>0.827</td>
</tr>
<tr>
<td>10</td>
<td>Believe in Strong Team</td>
<td>Empower &amp; Train subordinates</td>
<td>0.788</td>
</tr>
<tr>
<td>11</td>
<td>Believe in Strong Team</td>
<td>Communicate Effectively with Team Members</td>
<td>0.797</td>
</tr>
<tr>
<td>12</td>
<td>Empower &amp; Train subordinates</td>
<td>Communicate Effectively with Team Members</td>
<td>0.823</td>
</tr>
</tbody>
</table>

So we can conclude:

**6.7.a:** Employees who have ‘Awareness for Quality Standards’ will ‘Maintain Quality Standards At Work’ [r value = 0.853]

**6.7.b:** Employees who exhibit ‘Ownership for Work’ will ‘Deliver Results In Their Job’ [r value = 0. 0.819] and are ‘Widely Trusted By Their Superiors’ [r value = 0.842]

**6.7.c:** Employees who ‘Follow Company Values’ will ‘Adhere to Code of Conduct’ [r value = 0. 0.849], ‘Adhere to Standards & Specifications’ [r value = 0.805] and display ‘Good Behavior & Attitude at work place’ [r value = 0.811]

**6.7.d:** The Competencies ‘Adhere to Code of Conduct’ and ‘Adhere to Standards & Specifications’ and ‘Good Behavior & Attitude at work place’ have strong correlation with each other. Employees with any one of the competency will influence the other two competency.

**6.7.e:** Those employees who ‘Believe In Building A Strong Team’ will ‘Empower
& Train Subordinates’ [r value = 0.788] and also ‘Communicate effectively with their team members’ [r value = 0.797]

6.7.f: There is a strong correlation between Competencies ‘Empower & Train Subordinates’ and ‘Communicate effectively with their team members’ [r value = 0.823].

6.8: In the Factor analysis test, results show that the Competency for Internet Technology [Eigen values is 7.014] and Competency for DNS Techniques [Eigen values is 2.884] are the most important among the Technical competency.

6.9: There is a strong correlation between the following Technical Competency-

I. Competencies For Networking Basics:

- (LAN Technologies and Concepts) with (WAN Technologies and Concepts) [r value = 0.817]

II. Competencies For Basic Telecom Systems Theory:

- (Signal Multiplexing) with (Signals and Systems Concepts) [r value = 0.863]
- (Signals and Systems Concepts) with (Digital Transmission Fundamentals) [r value = 0.809]
- (Digital Transmission Fundamentals) with (Basic Digital Modulation Techniques) [r value = 0.829]

III. Competencies For Advanced Telecom Systems Theory:

- (Traffic engineering principles) with (Access Network Design) [r value = 0.834]

IV. Competencies For Telecom Regulation:

- (Spectrum Regulation Basics) with (Telephone Regulation) [r value = 0.898]
(Spectrum Regulation Basics) with (Telecom Regulation Basics) \[ r \text{ value} = 0.854 \] (Advanced Regulatory Issues) [r value = 0.827]

(Telephone Regulation) with (Advanced Regulatory Issues) [r value = 0.838]

(Telecom Regulation Basics) with (Advanced Regulatory Issues) [r value = 0.878]

V. Competencies For Advance Wireless Communication:

(Mobile Radio Propagation - Large Scale Path Loss) with (Mobile Radio Propagation - Small-Scale Fading and Multipath) [r value = 0.849]

(Mobile Radio Propagation - Small-Scale Fading and Multipath) with (Multi Access Technique for wireless communication0 [r value = 0.833]

VI. Competencies For Rf & Microwave Design:

(Microwave Integrated Circuits) with (RF And Microwave Circuit Design) [r value = 0.871]

Microwave Integrated Circuits with Active RF components modeling [r value = 0.822]

(RF And Microwave Circuit Design) with (Active RF components modeling) [r value = 0.862]

VII. Competencies For Advanced Network Systems:

(DNS Techniques) with (FTP Techniques) [r value = 0.844]

VIII. Competencies For Error Control:

(Hamming codes and Reed) with (The Peterson decoder, fast decoding of BCH codes; Reed) [r value = 0.868]

(Hamming codes and Reed) with (Convolutional codes) [r value = 0.807]

(The Peterson decoder, fast decoding of BCH codes; Reed) with (Convolutional codes) [r value = 0.886]
IX. Competencies For Advanced Light wave Communications & Optical Fibers:

- (Guided optical communication) with (Optical Sources) \[ r \text{ value } = 0.830 \]
- (Guided optical communication) with (Optical Detectors) \[ r \text{ value } = 0.836 \]
- (Guided optical communication) with (Multiplexing Components & Techniques) \[ r \text{ value } = 0.839 \]
- (Optical Sources) with (Optical Detectors) \[ r \text{ value } = 0.892 \]
- (Optical Sources) with (Multiplexing Components & Techniques) \[ r \text{ value } = 0.845 \]
- (Optical Sources) with (Long Haul High Band Width Tx System) \[ r \text{ value } = 0.835 \]
- (Optical Detectors) with (Multiplexing Components & Techniques) \[ r \text{ value } = 0.884 \]
- (Optical Detectors) with (Long Haul High Band Width Tx System) \[ r \text{ value } = 0.840 \]
- (Multiplexing Components & Techniques) with (Long Haul High Band Width Tx System) \[ r \text{ value } = 0.843 \]

X. Competencies For Digital Data Compression:

- (Data compression) with (Minimum Redundancy Coding) \[ r \text{ value } = 0.896 \]
- (Data compression) with (Statistical Modeling) \[ r \text{ value } = 0.872 \]
- (Minimum Redundancy Coding) with (Statistical Modeling) \[ r \text{ value } = 0.909 \]
- (Minimum Redundancy Coding) with (Static v/s Adaptive Compression) \[ r \text{ value } = 0.874 \]
- (Minimum Redundancy Coding) with (Lossy Graphics Compression) \[ r \text{ value } = 0.811 \]
- (Minimum Redundancy Coding) with (Speech Compression) \[ r \text{ value } = 0.840 \]
- (Statistical Modeling) with (Static v/s Adaptive Compression) \[ r \text{ value } =
0.913
➢ (Statistical Modeling) with (Lossy Graphics Compression) [r value = 0.869]
➢ (Statistical Modeling) with (Speech Compression) [r value = 0.827]
➢ (Static v/s Adaptive Compression) with (Lossy Graphics Compression) [r value = 0.901]
➢ (Static v/s Adaptive Compression) with (Speech Compression) [r value = 0.856]
➢ (Lossy Graphics Compression) with (Speech Compression) [r value = 0.868]

XI. Competencies For Understanding Of Device Drivers:

➢ (Characterization of Embedded I/O) with (Device interfaces- drivers) [r value = 0.924]
➢ (Characterization of Embedded I/O) with (Performance Based on CPU Architecture) [r value = 0.842]
➢ (Characterization of Embedded I/O) with (The OSI Security Architecture) [r value = 0.803]
➢ (Characterization of Embedded I/O) with (Public Key Cryptography and RSA) [r value = 0.808]
➢ (Characterization of Embedded I/O) with (Message Authentication and hash functions) [r value = 0.839]
➢ (Device interfaces- drivers) with (Performance Based on CPU Architecture) [r value = 0.866]
➢ (Device interfaces- drivers) with (The OSI Security Architecture) [r value = 0.823]
➢ (Device interfaces- drivers with Public Key Cryptography and RSA [r value = 0.822]
➢ (Device interfaces- drivers with Message Authentication and hash functions [r value = 0.861]
➢ (Device interfaces- drivers with Web Security [r value = 0.807]
➢ (Performance Based on CPU Architecture with The OSI Security Architecture [r value = 0.856]
It can be concluded that:

6.9.a: Above mentioned Technical Competencies are strongly correlated with each other and this aspect can be well utilized while designing a future training module.

6.9.b: Most of the subcategories in Competencies for Advanced Light wave Communications & Optical Fibers are strongly correlated with each other, [\( r \) values >0.8]. Hence all these sub competencies in this group are influenced by each other and they should be clubbed together for training purpose.

6.9.c: Most of the subcategories in Competencies for Digital Data Compression are strongly correlated with each other, [\( r \) values >0.8]. Hence all these sub competencies in this group are influenced by each other and they should be clubbed together for training purpose.

6.9.d: Most of the subcategories in Competencies for Understanding Of Device Drivers are strongly correlated with each other, [\( r \) values >0.8].
values >0.8]. Hence all these sub competencies in this group are influenced by each other and they should be clubbed together for training purpose.

6.10: A Competency Framework is a set of different competencies, which will help employees improve upon their performance. Hence through this study the Researcher has tried to design a set of competencies, which are very useful for Telecom employees.

7. RECOMMENDATIONS:
Since competencies play a very important role in ensuring individual as well as organizational development, this study will definitely be beneficial. For personnel to be competent in his/her work need qualification, experience, skills and attitude. In order to be effective and consistent in his/her delivery of performance, all employees need to undergo a process of continuous improvement. The continuous improvement can only be ensured through processes of requisite training initiatives. For any person to acquire a competence they need support from the organization in the form of trainings and then gradually they practice themselves from automatic performance to a high standard performance. If the organization does not focus on continuous improvement, then it might result into a problem called “competence decay”. Hence for any organization to continuously grow need to understand that its employees should also grow and develop. This is only possible if employee’s competence level undergoes a continuous improvement process. If employees are aware of competencies required for their job, they can improve them with the help of the organization. In today’s volatile world, personnel may be currently competent but they may not be so after a certain period of time if they themselves do not put in extra effort to achieve a higher level of competence. So researcher would like to recommend following inputs from this study:

Implementing Competency Framework: This industry has 90% technical personnel; being a more homogeneous group, applicability of any change is easier. Hence organizations can implement the Competency Framework with the help of Human Resource Department, which will primarily drive up the performance of employees.
Linking organizational & personal objectives with the performance: Since this Competency Framework helps employee to be aware of all the different competencies especially Organization & General Competencies, HR can link employee’s organizational and personal objectives with the performance. This will benefit the companies in the long run.

Clarity in job roles: This framework can help in making performance appraisal system and recruitment system fairer. The clarity of job roles between job titles/grade/profiles can be made more clear & transparent.

Restructuring the traditional functions: For employers, this Competency Framework can help organizations in restructuring traditional functions. For example, cross functional personnel could be developed who along with the regular job can be assigned with additional responsibilities of handling different functions like licensing, environment compliance, trading standards, health & safety compliance, etc.

Linking Competency Framework with Succession planning: This Competency framework can be linked with career progression or career planning or succession planning and Compensation, so that it will help organizations in attracting and retaining staff. Identification of required competencies will help employees to understand how they can move up within an organization if they perform well. Most of the Indian Telecom companies currently have a practice of hiring for key from their competitors, which leads to frequent movement of employees from one company to another. This also does not favour succession planning and career.

Need based Training Modules: The most important implication of Competency Framework apart from improving performance is its applicability in Training and development of the employees. The training modules could be designed according to the need for the specific job roles with the help of Competency framework.

Self-induced online trainings: Various trainings can be suggested but there are time lag between imparting trainings and improvement in performance. Being a technical industry, to overcome this time lag the companies should promote self-induced online training modules. These training modules should be linked with their performance appraisals. The employees should be
motivated to be ready to learn, acquire new job skills and be a continuous learner.

**Time bound structured training module:** The discussions with HR personnel and the employees have revealed that no organization has a planned, designed, structured roadmap ahead for implementation of Competency framework. Currently what is practiced is a need-based action taken from time to time at the time of critical outages or emergencies in the organization. It is essential to design a time bound structured training module for each key position so that employees future roadmap can be planned.

**More efforts required for human resource development:** Moreover, this industry is totally dependent on technology so till date most of the research work was done on up gradation of Technology and focus on Human resource development was less. Hence today it is extremely essential for Telecom industry on one hand to be updated on Technology and at the same time cannot ignore the human resource development.

**Proposed Competency Model for succession Planning:** The following model is based on grouping few critical competencies identified for each hierarchical level. The critical competencies identified are as follows:
8. FUTURE SCOPE:
Economic liberalization in the last decade of the 20th century has resulted in steady growth in India’s GDP and contribution of Telecom sector in this has been noteworthy. The growth in Telecom sector has provided huge employment scope. Success of Telecom sector depends mostly on the capacity and ability of its employees in providing excellent services to the customers. In India, this sector faces a challenging task of recruiting, developing, retaining skilled & effective manpower. This study has proposed a Competency Framework for the Telecom Companies keeping in mind the employee's performance. Many studies have shown that Customers' satisfaction depends on many factors, which are directly related with certain skills and behaviors of the employees of the firms. So incorporating the customers’ views and expectations in identifying the competencies for a particular job is equally vital. Hence researcher proposes a future study on the current topic, which can aim at developing a
Competency Framework for Telecom employees from customers’ perspective. This will definitely generate new ideas and concepts for designing and developing Human Resources in the Telecom Industries for their competitiveness and agility.

9. CONCLUSION:

A right communication from the Human Resource professionals about the usefulness of Competency framework, supported by good training will help to unlock developmental potentials of the employees. A robust Competency framework will help companies in promotions, performance appraisals, succession planning, career planning, trainings & development, rewarding and retaining the employees. Long and short term Competence planning will help in increasing learning effectiveness manifolds.

In an industry like Telecom, employee retention can surely be improved through projecting a roadmap for employee’s growth. Management can also increase cost effectiveness through optimizing training requirements as tailor made training programmes can be designed. However if Competency Framework is implemented without business objectives, then it will become one of the other administrative chores in the organization. If Framework is long, complicated and not simple, it might not motivate managers to implement it. Employees should be communicated about its usefulness and procedure to apply in their work.