

**Competence mapping a Tool in Metals and Minerals Trading Corporation of India.****SADIA KOUSER****ABSTRACT:**

Today's complex and cutthroat selling environment combined with rapid technological changes and globalization has raised a concern for superior performance. Firms are becoming increasingly aware of the need to have competent employees for survival and long term sustainability. All types of organizations irrespective of their size, structure and age are talking about competencies. Competency mapping was done by identifying the gap between required competency level and actual competency level. The study concludes with specific implications based on research findings which can be used for further research. The study is beneficial to fields of competency mapping.

**Keywords:** globalization, performance, employee, Competency mapping,

**INTRODUCTION:**

Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis. And what other way than to develop the people, for human resource is the most valuable resource any organization has.

Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system.

Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- Defining the factors for success in jobs (i.e., work) and work roles within the organization
- Assessing the current performance and future development needs of persons holding jobs and roles
- Mapping succession possibilities for employees within the organization
- Assigning compensation grades and levels to particular jobs and roles
- Selecting applicants for open positions, using competency-based interviewing techniques

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called “KSA’s”) that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual’s behavior.

### **MEANING AND CONCEPT OF COMPETENCY MAPPING**

It is a process of identification of the competencies required to perform successfully a give job or role or a set tasks at a given point of time. It consists of breaking a given role or job into its constituent’s task or activities and identifying the competencies (Technical, managerial, Behavioral, conceptual knowledge and Attitude and skills etc) needed to perform the same successfully.

- **Competency Map.** A competency map is a list of an individual’s competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual’s current career plan.
- **Competency Mapping.** Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role
- **Competency profiling** It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.

### **STEPS IN COMPETENCY MAPPING:**

The **Steps** involved in competency mapping with an end result of job evaluation include the following:

- Step 1 : Identify departments for competency profiling:**
- Step 2: Identifying hierarchy within the organization and selection of levels:**
- Step 3: Obtain the job descriptions:**
- Step 4: Preparation of semi structured interview:**
- Step 5: Recording of interview details:**
- Step 6: Preparation of a list of Skills:.**
- Step 7: Indicate proficiency levels:**
- Step 8: Validate identified competencies and proficiency levels with immediate superiors and other heads of the concerned department:**
- Step9: Preparation of competency dictionary:**
- Step 10: Mapping of competencies**

### **INTRODUCTION OF MMTC LIMITED:**

#### **ABOUT THE COMPANY:**

Established in 1963, **MMTC**, Metals and Minerals Trading Corporation of India, one of the two highest foreign exchange earners for India, is a leading international trading company with a turnover of over US\$ 5 billion.

It is the largest international trading company of India and the first Public Sector Enterprise to be accorded the status of "FIVE STAR EXPORT HOUSE" by Govt. Of India for long standing contribution to exports. MMTC is the largest non-oil importer in India.

MMTC's diverse trade activities encompass Third Country Trade, Joint Ventures, and Link Deals - all modern day tools of international trading.

Its vast international trade network, which includes a wholly owned international subsidiary in Singapore, spans almost in all countries in Asia, Europe, Africa, Oceania and Americas, giving MMTC global market coverage.

## **OBJECTIVE AND RATIONALE OF THE PAPER**

### **RATIONALE OF THE PAPER**

Competency mapping has been done by many organizations. The process becomes challenging in the absence of job descriptions .As MMTC doesn't have job descriptions so the major emphasis was to frame the job descriptions and then map competencies accordingly. Hence following objectives were taken-

#### **OBJECTIVE:**

- 1.) Understand the concept of competency mapping in today's business environment and its relevance at MMTC
- 2.) To develop job descriptions for the various functions (designation wise) to gain deeper understanding of the requirements at different position.
- 3.) Establish proficiency levels required for each competency identified for a particular position.
- 4.) Develop a competency dictionary.
- 5.) To develop a competency model as applicable for the various managerial positions at MMTC.

## **COMPETENCY MAPPING AT MMTC LIMITED**

### **CONCEPT OF COMPETENCY IN MMTC**

Competency is a very new concept in MMTC .There was no job descriptions and specifications in the company. So this project acts as a foundation for the company in its venture into competency based practices.

### **Purpose of Job Analysis**

The purpose of Job Analysis is to establish and document the '*job relatedness*' of employment procedures such as training, selection, compensation, and performance appraisal.

### **Determining training needs**

Job Analysis can be used in training/"needs assessment" to identify or develop:

- training content
- assessment tests to measure effectiveness of training
- equipment to be used in delivering the training.
- methods of training (i.e., small group, computer-based, video, classroom...)

## **Compensation**

Job Analysis can be used in compensation to identify or determine:

- skill levels
- compensable job factors
- work environment (e.g., hazards; attention; physical effort)
- responsibilities (e.g., fiscal; supervisory)
- required level of education (indirectly related to salary level)

## **Selection**

Job Analysis can be used in selection procedures to identify or develop:

- job duties that should be included in advertisements of vacant positions;
- appropriate salary level for the position to help determine what salary should be offered to a candidate;
- minimum requirements (education and/or experience) for screening applicants;
- interview questions;
- selection tests/instruments (e.g., written tests; oral tests; job simulations);
- applicant appraisal/evaluation forms;
- orientation materials for applicants/new hires
- **STEPS FOR CONDUCTING COMPETENCY MAPPING AT MMTC Limited**
- The **Steps** involved in competency mapping with an end result of job evaluation include the following:

### **Step 1 : Identify departments for competency profiling:**

- Here we have to decide and select the departments within the organization which we would like to include into our study. It is to be noted that departments should be chosen based on their criticality and importance to the organization .At MMTC LIMITED there are number departments. For this project four departments have been considered namely being human resource department, personnel department, administration department and estate department.

### **Step 2: Identifying hierarchy within the organization and selection of levels:**

Study the organization hierarchy across each of the selected departments. For MMTC LIMITED hierarchy. For the purpose of the study here we have selected Junior Management (Deputy Manager and Manager) and Middle Management (Sr. Manager and Deputy General Manager.)

### **Step 3: Obtain the job descriptions:**

For the two levels at every department we obtained each role's job description and in

cases where they were not available we conducted a detailed interview to derive a job description.

- **Step 4: Preparation of semi structured interview:**

As one of the tools for collecting information we prepared a list of questions that would make up a semi structured interview. These questions were put forth employees at the two levels.

**Step 5: Recording of interview details:**

The candidate's answers and opinions were recorded in as much detail as possible for further reference during the project.

**Step 6: Preparation of a list of Skills:**

As per the interview and the details that were generated from the candidate, were used to generate a list of skills observed for the job. Thereon a list of identified competencies was drawn for each interviewed candidate.

- **Step 7: Indicate proficiency levels:**

Taking one competency level at a time different proficiency levels were indicated. For the project five levels of proficiency were defined for every competency. Each proficiency level was defined in term of behavioral indicators.

**Step 8: Validate identified competencies and proficiency levels with immediate superiors and other heads of the concerned department:**

- Competency definitions were confirmed with respective Head Of Department's and the required proficiency levels of each competency that is ideal for each role was obtained from them. Missing competencies were located

**Step9: Preparation of competency dictionary:**

A competency dictionary defining competencies and corresponding proficiency levels for each level across all departments was prepared.

- **Step 10: Mapping of competencies:**

Mapping of competencies of selected employees against the competency dictionary as per their employee level and department was done. Here an employee's actual proficiency level of a particular competency was mapped against the target proficiency level.

**RESEARCH METHODOLOGY :**

**RESEARCH DESIGN** : "Descriptive Research"

**SAMPLE SIZE :**

| department | Deputy manager | Manager | Senior manager | Deputy general manager |
|------------|----------------|---------|----------------|------------------------|
| HR         | ✓              | ✓       |                | ✓                      |

|           |   |   |   |   |
|-----------|---|---|---|---|
| ESTATE    | ✓ | ✓ | ✓ | ✓ |
| PERSONNEL | ✓ | ✓ | ✓ | ✓ |

**RESEARCH TOOL AND QUESTIONNAIRE**

Forms were prepared after consultation with the guide. Several forms were studied on internet. The was prepared after gaining a clear understanding of the competency concepts.

The forms were checked by the Industry Guide Mr. S. Bhasker.

**ACTION PLAN FOR DATA COLLECTION****Steps to be followed:**

Job evaluation

Job analysis.

Framing of job description

Identifying the competencies and framing competency level.

Forming a competency dictionary

Mapping of executive competencies of departments namely HR, Personnel, Estate and Administration

Finding competencies gap.

Identifying training needs

Acting as a channel for business development.

**DATA ANALYSIS:****➤ SCALE:**

- The scale is used for rating competencies.

The scale used is 1-5 rating scale, where 1 is the lowest and 5 is the highest score.

**➤ CHARTS**

- Chart 1: **RADAR CHART**

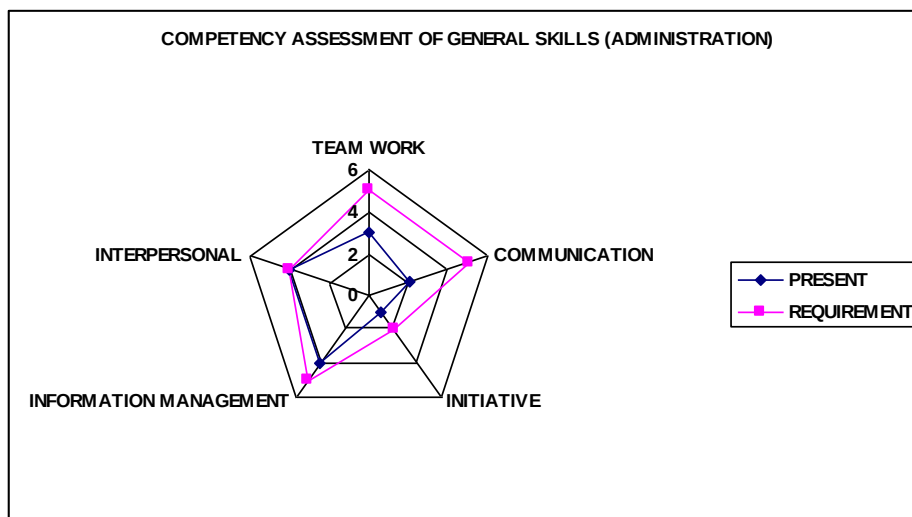
Radar charts are usually used to compare performance of different entities on a same set of axes. A radar chart graphically shows the size of the gaps among five to ten organizational performance areas. The chart displays the important categories of performance and makes visible concentrations of strengths and weaknesses. A radar chart shows how a team has evaluated a number of organizational performance areas.

In this project radar chart is used to show the competency gaps that exist at a particular job position.

Present: the competency level that exists in the organization

Requirement: The competency levels that is required for a particular job position

Example:



- **Chart no.2: CORE- SUPPORTING COMPETENCY CHART**

- This chart shows the critical and the supporting competencies required at a particular job position at MMTC LIMITED.

**CORE:** These are competencies that are essentially required to perform a particular job function.

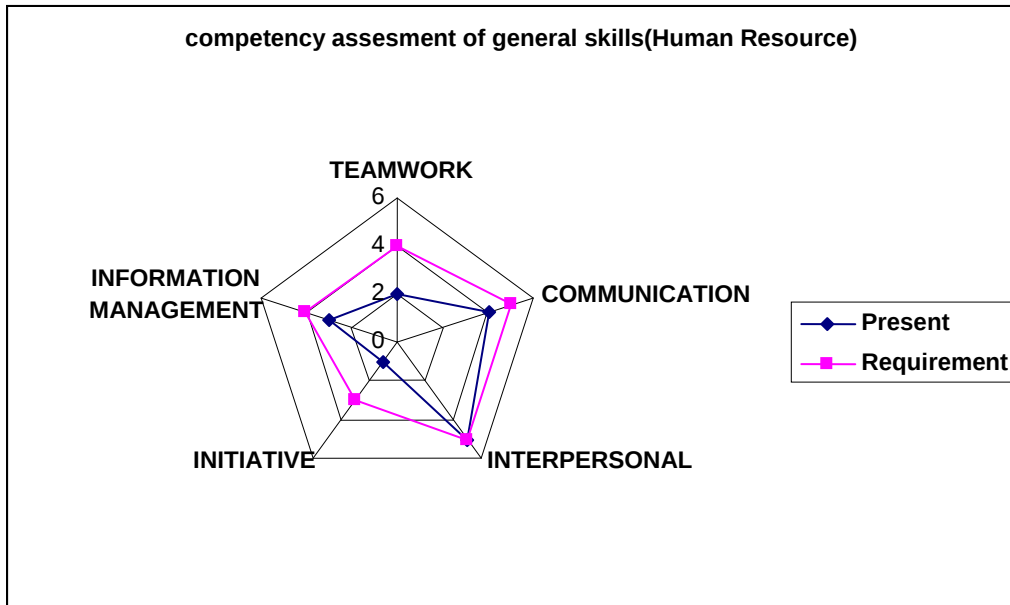
**SUPPORTING:** These are the competencies which facilitate the core competency

- **Chart no.3: Competency Assessment Chart:**

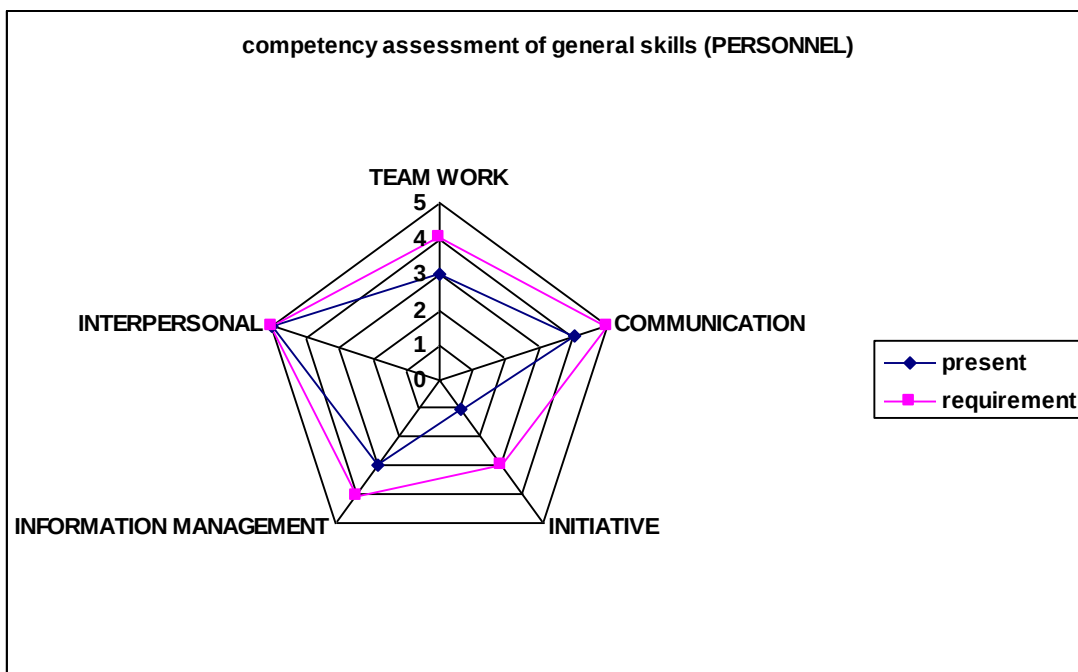
- This chart shows the competency gaps that has been identified. Competency gap is the difference that exists between the observed and the ideal competencies. It shows the area where training is required

### **CHART NO. 1: RADAR CHART**

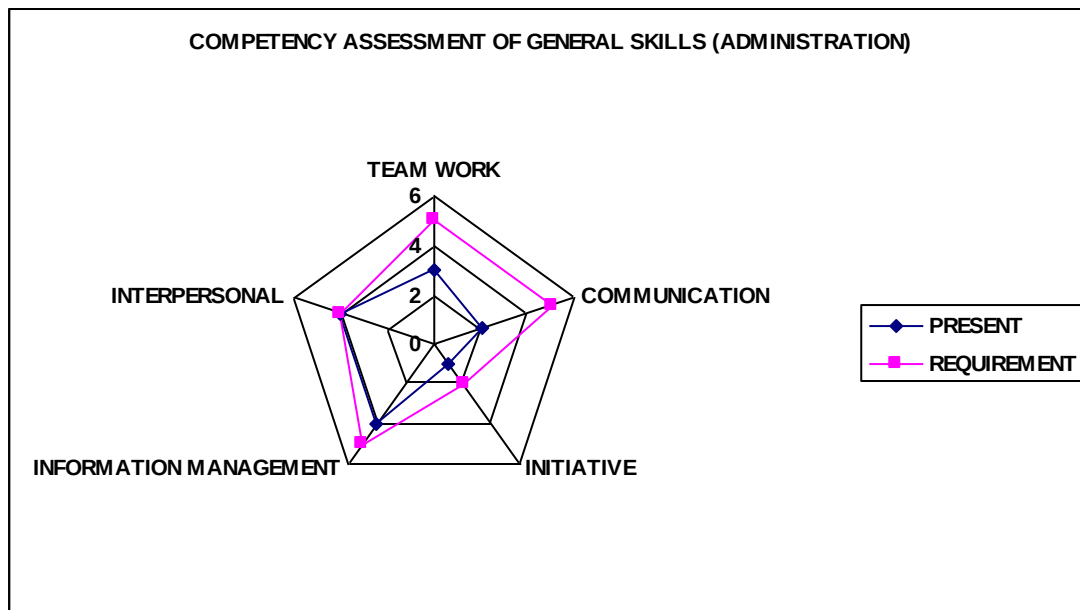
**1.1 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** : HUMAN RESOURCE



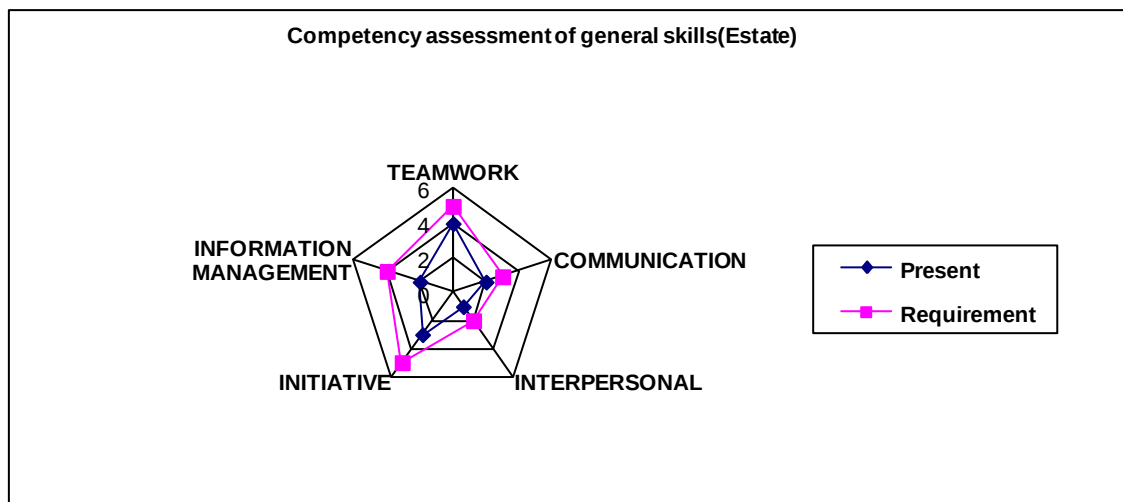
**1.2 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** : PERSONNEL



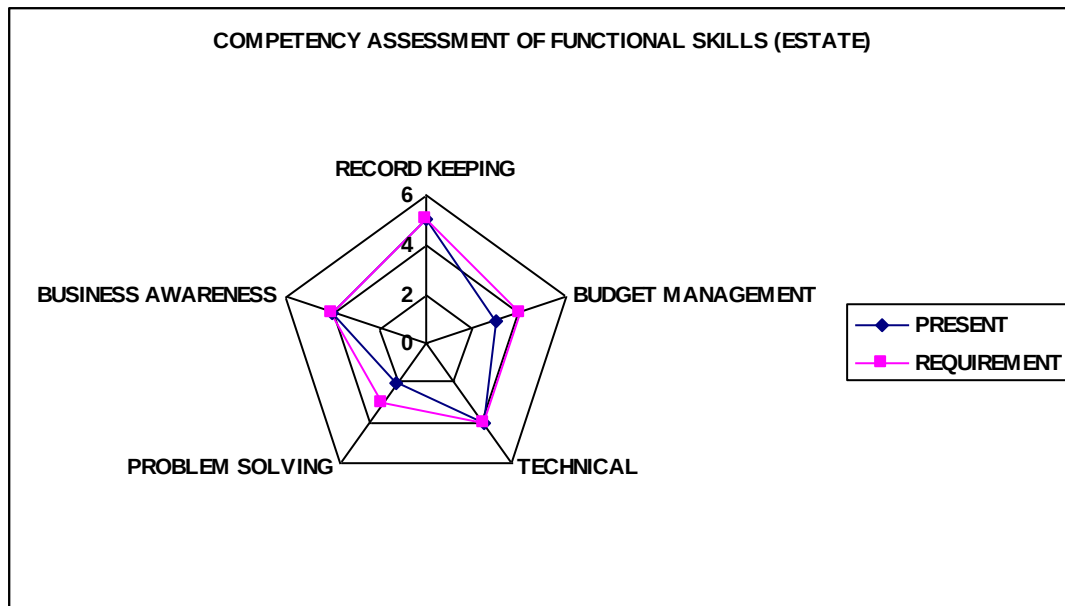
**1.3.JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** : ADMINISTRATION



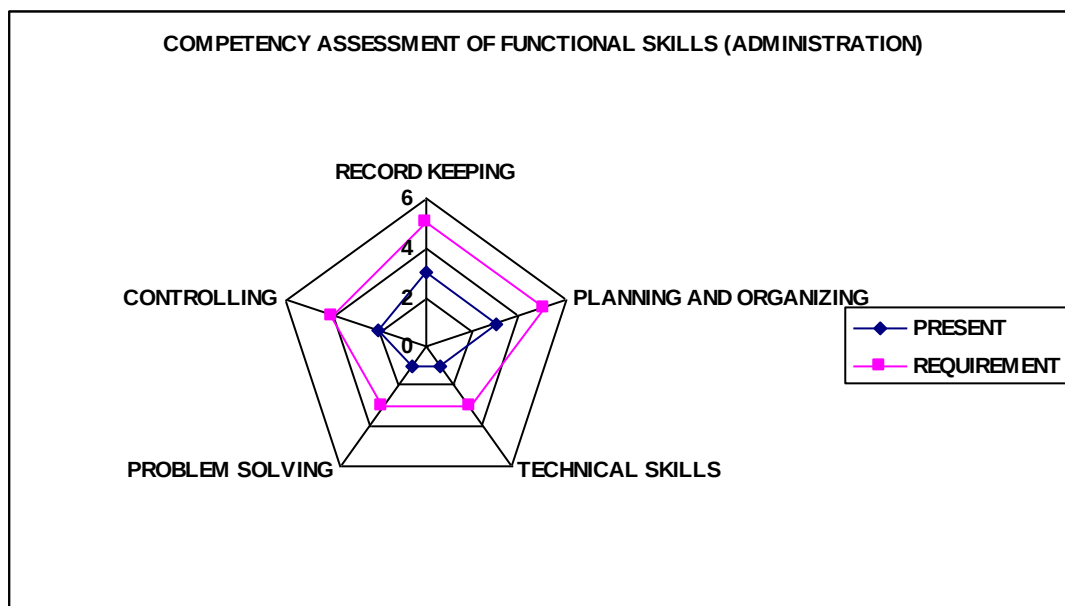
**1.4 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** :ESTATE



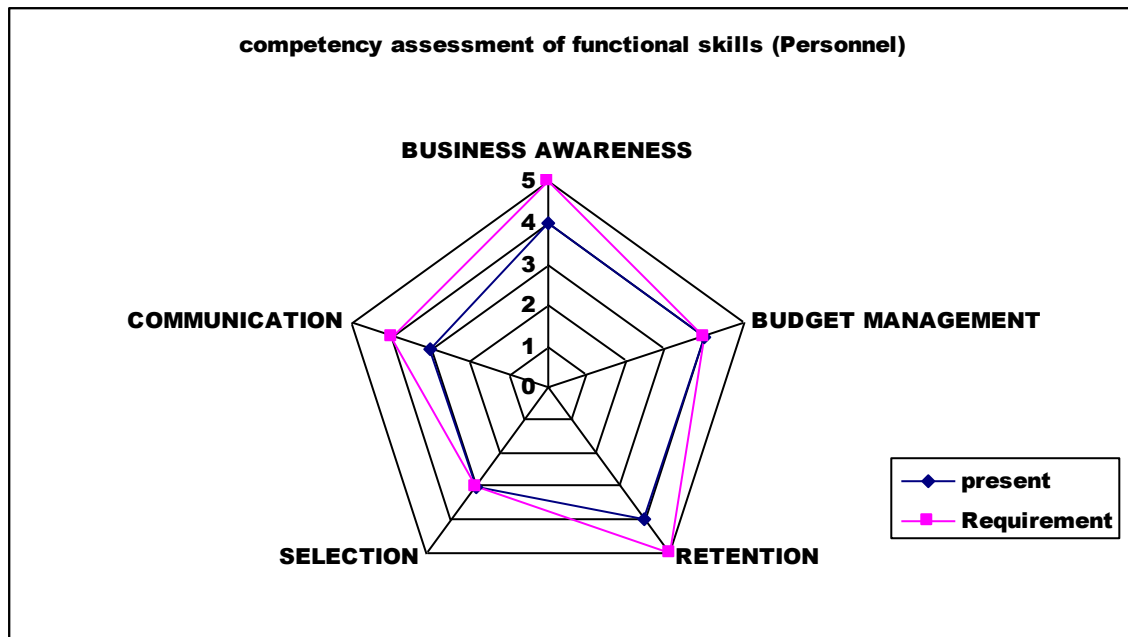
**1.5 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : ESTATE



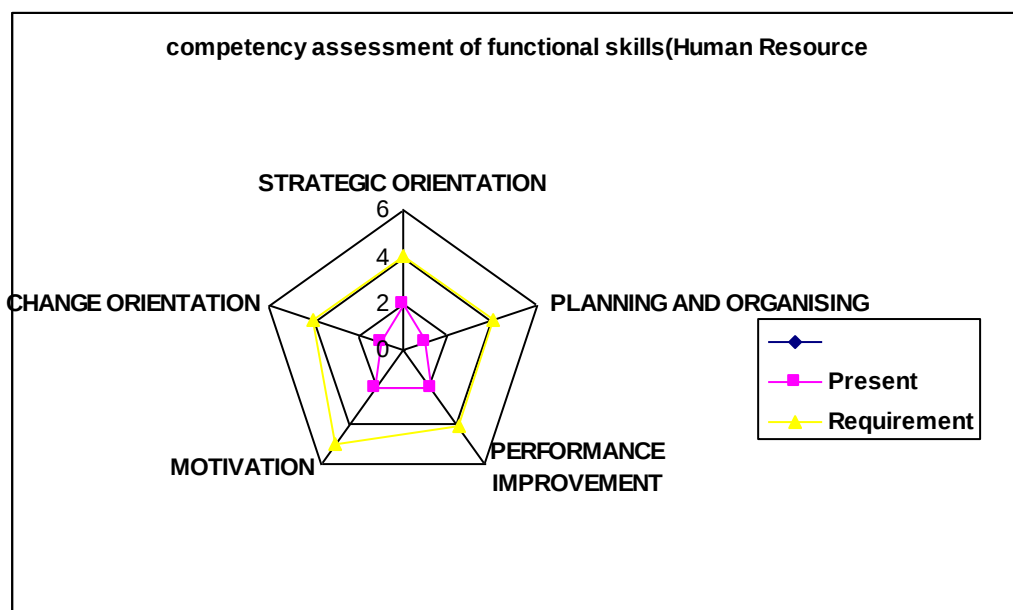
**1.6 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : ADMINISTRATION



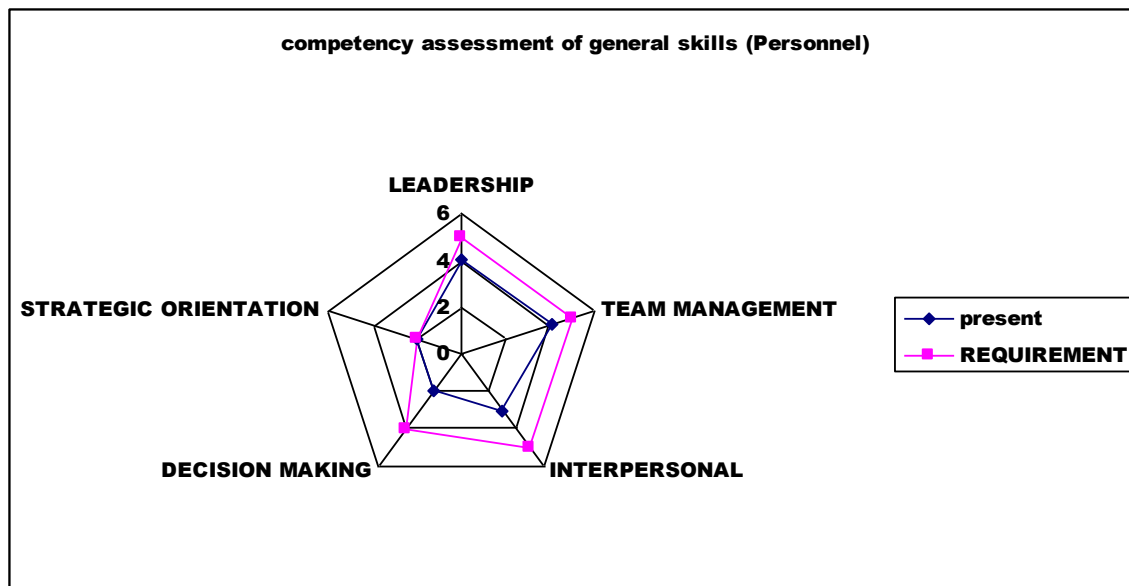
**1.7 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : PERSONNEL



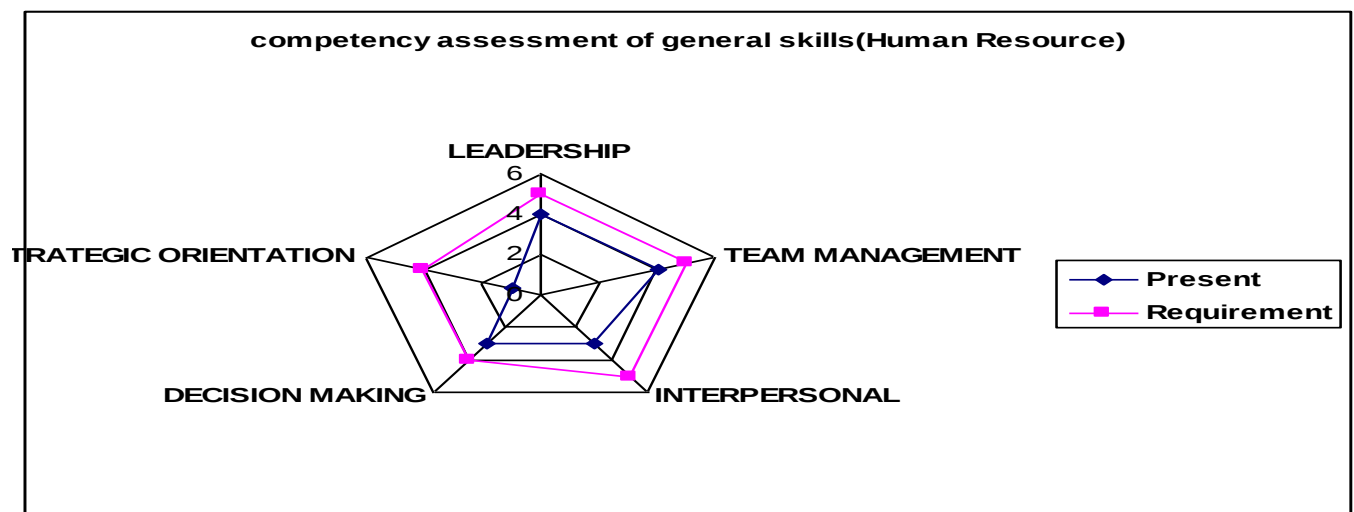
**1.8 JOB TITLE** : MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : HUMAN RESOURCE



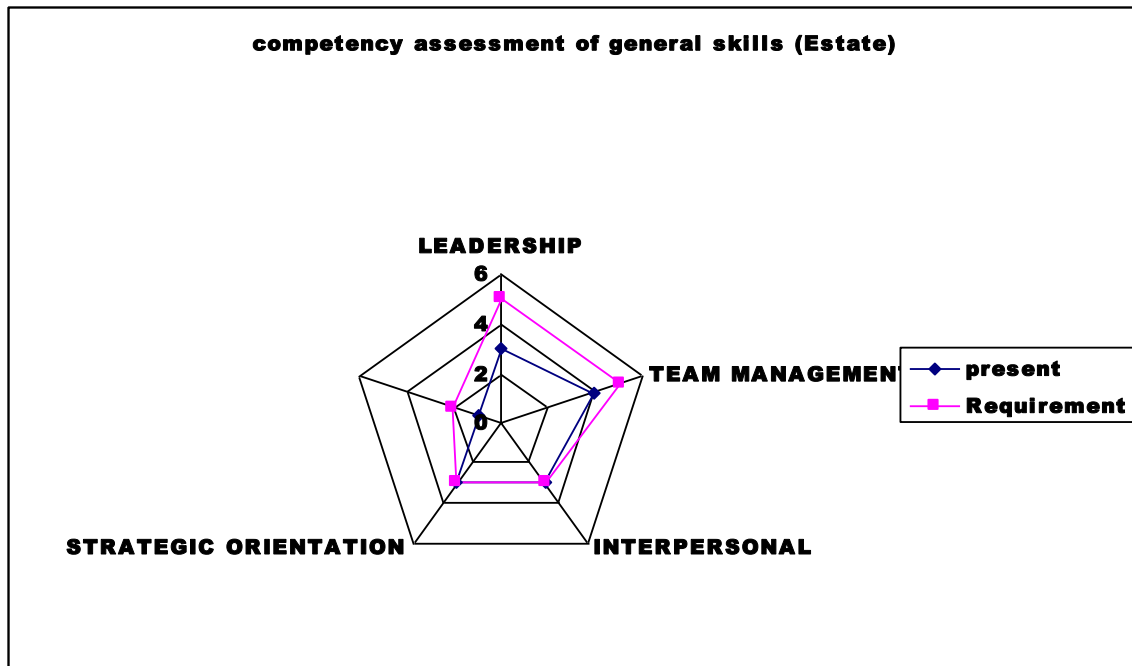
**1.9 JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** :PERSONNEL



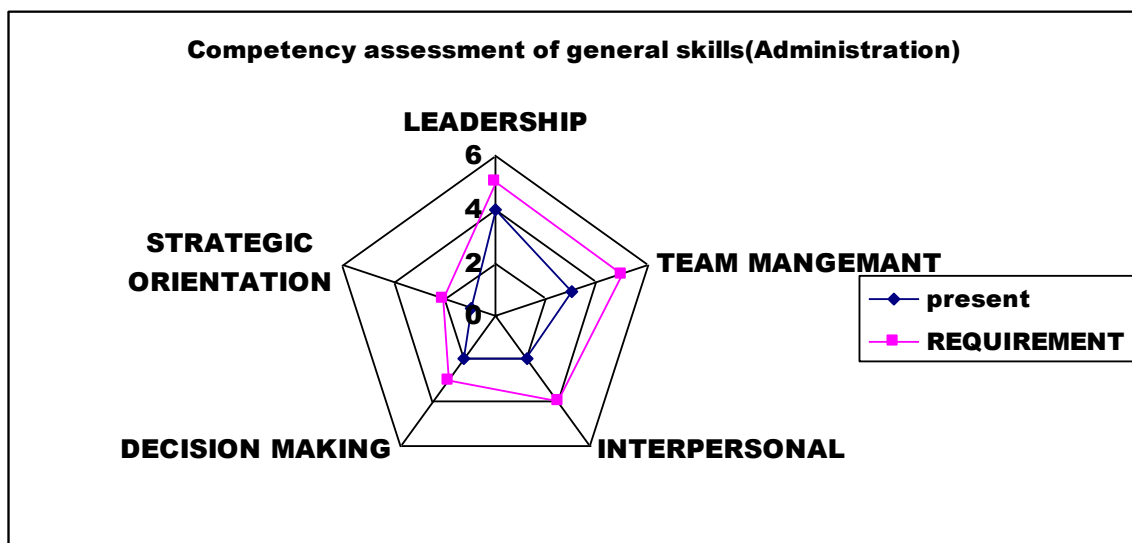
**1.10 JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** : HUMAN RESOURCE



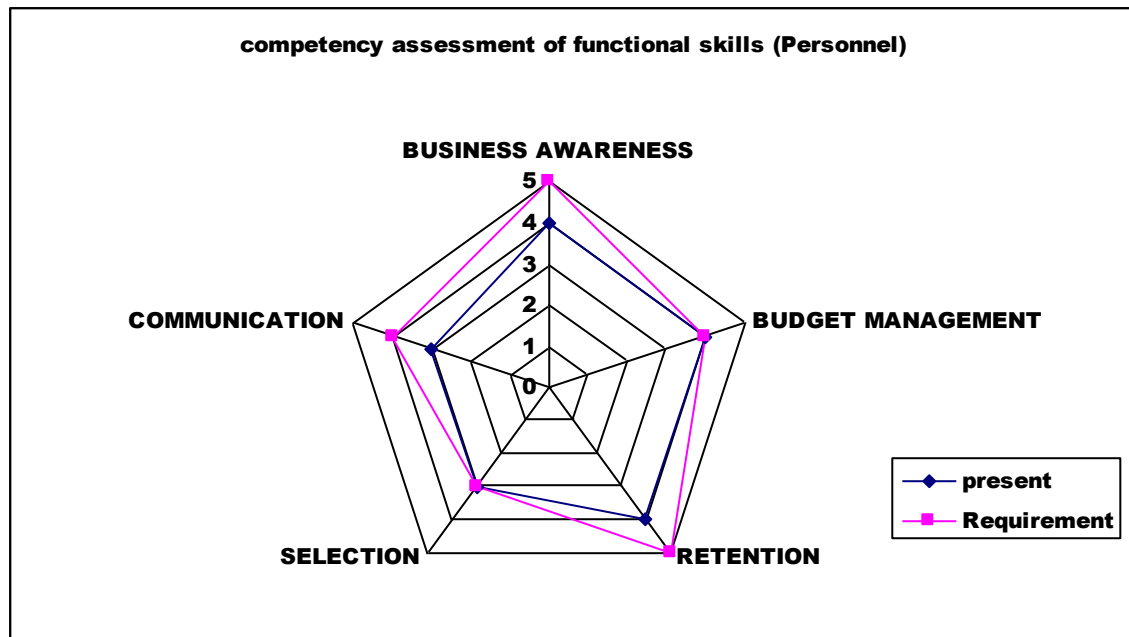
**1.11 JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : GENERAL  
**DEPARTMENT** : ESTATE



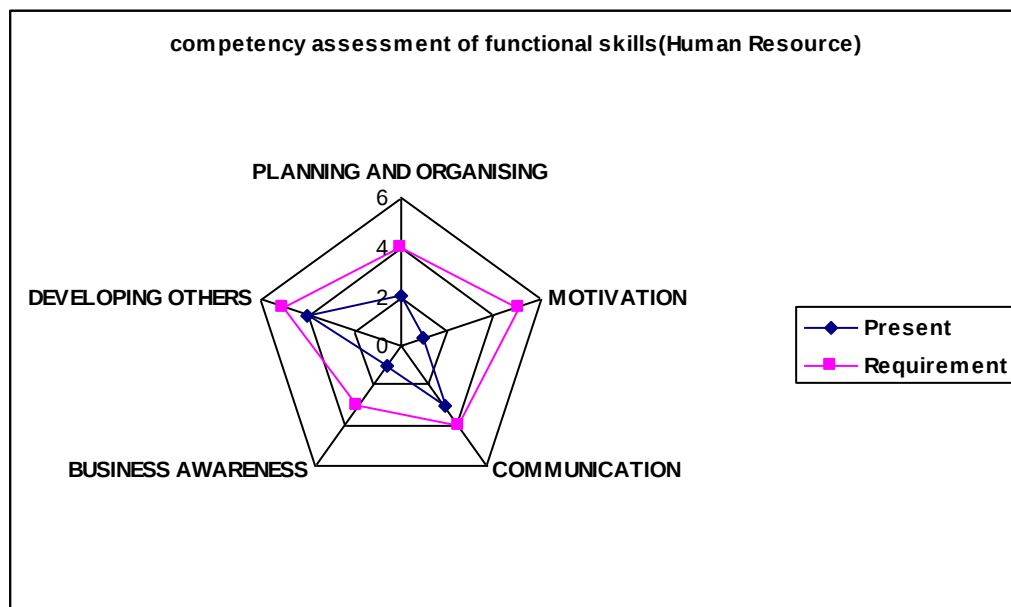
1.12 JOB TITLE : DEPUTY GENERAL MANAGER  
COMPETENCY TYPE : GENERAL  
DEPARTMENT : ADMINISTRATION



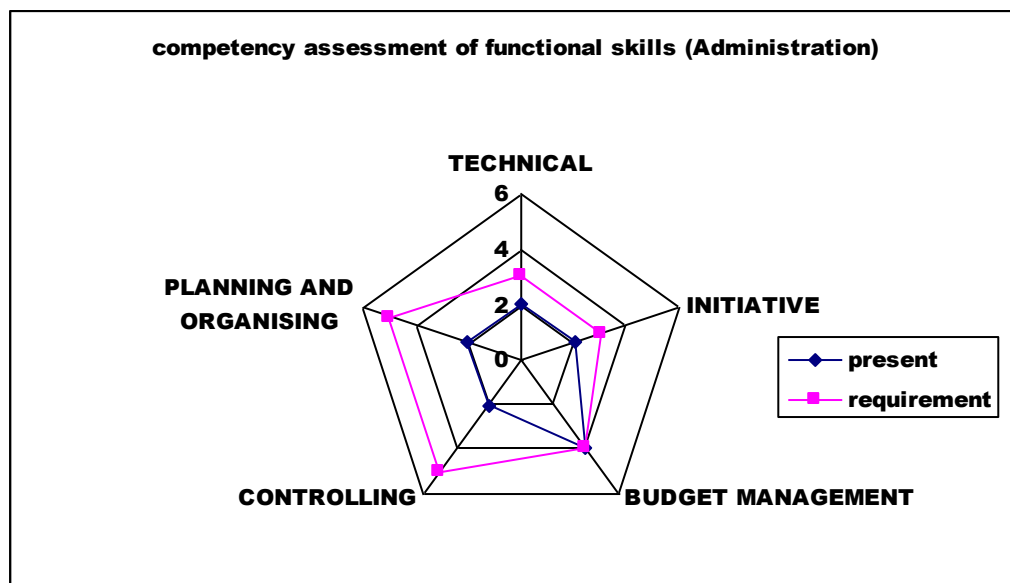
1.13  
JOB TITLE : DEPUTY GENERAL MANAGER  
COMPETENCY TYPE : FUNCTIONAL  
DEPARTMENT : PERSONNEL



**1.14 JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : HUMAN RESOURCE

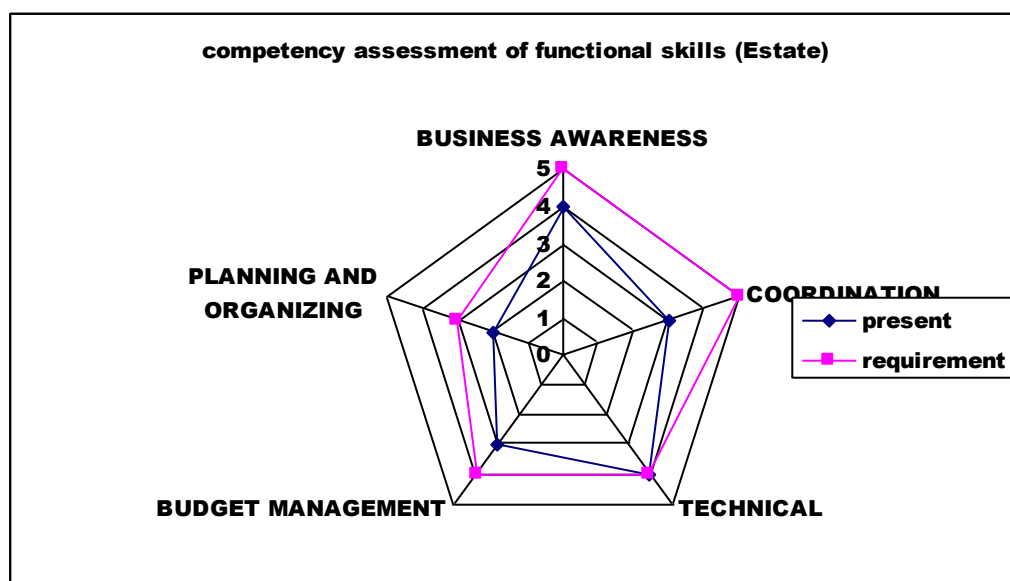


**1.15: JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : ADMINISTRATION



### 1.16

**JOB TITLE** : DEPUTY GENERAL MANAGER  
**COMPETENCY TYPE** : FUNCTIONAL  
**DEPARTMENT** : ESTATE



## RESEARCH FINDINGS

The important findings of this study are

- 1) Identification of competency levels of employees.
- 2) Discovery of competency gaps.
- 3) Identification of training needs.

- 4) A step towards succession planning by identifying their KPA's and rating their performance.

## **SUMMARY AND CONCLUSION**

In the present the researcher would like to give a summary and conclusions of the obtained results

. After a thorough study of the topic following objectives were framed:

- 1.) To develop job descriptions for the various functions (designation wise)
- 2.) To identify the KPA'S (Key Performance Areas) of the desired levels  
In four departments
- 3.) Develop a competency dictionary
- 4.) Establish proficiency levels required for each competency identified for a particular position.
- 5.) To develop a competency model as applicable for the various managerial positions at MMTC
- 6.) To prepare the employees for succession plan by improving their KPA's through proper training.

For framing job descriptions and specifications data was obtained from employees with the help of carefully structured forms. After obtaining the data from the sample of employees, the data was carefully analyzed and job descriptions and specifications were framed.

After framing the job description and specification a competency framework was developed for each job position under study .There were 10 competencies for each job position. Out of these 10 competencies 5 were the general competencies that was common to all the four departments (Human Resource Development, Estate, Personnel and Administration) and 5 were the functional competencies which was department specific. A five point scale was developed to rate the competencies and determine the levels.

It was found that training is required in all the four departments at every level. The details about the people who require training is given in the following chart.

**PEOPLE WHO REQUIRE TRAINING IN GENERAL SKILLS:**

| DEPARTMENT                 | LEVELS                                                                                                                      | COMPETENCY TYPE | COMPETENCY NAME                                                                                                                                                                                                                        |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PERSONNEL                  | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> <li>➤ Deputy Manager/Manager</li> </ul>  | General         | <ul style="list-style-type: none"> <li>➤ Interpersonal</li> <li>➤ Strategic Orientation</li> <li>➤ Team Management</li> <li>➤ Leadership</li> </ul>                                                                                    |
| HUMAN RESOURCE DEVELOPMENT | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> <li>➤ Deputy Manager/Manager</li> </ul>  | General         | <ul style="list-style-type: none"> <li>➤ Team Work</li> <li>➤ Initiative</li> <li>➤ Interpersonal</li> <li>➤ Strategic Orientation</li> </ul>                                                                                          |
| ADMINISTRATION             | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> <li>➤ Deputy manager/Manager</li> </ul>  | General         | <ul style="list-style-type: none"> <li>➤ Team Work</li> <li>➤ Communication</li> <li>➤ Team Management</li> </ul>                                                                                                                      |
| ESTATE                     | <ul style="list-style-type: none"> <li>➤ Deputy General Manager/Senior Manager</li> <li>➤ Deputy Manager/Manager</li> </ul> | General         | <ul style="list-style-type: none"> <li>➤ Information Management</li> <li>➤ Initiative</li> <li>➤ Leadership</li> <li>➤ Team Management</li> <li>➤ Interpersonal</li> <li>➤ Decision Making</li> <li>➤ Strategic Orientation</li> </ul> |

**PEOPLE WHO REQUIRE TRAINING IN FUNCTIONAL SKILLS:**

| DEPARTMENT                 | LEVELS                                                                                                                     | COMPETENCY TYPE | COMPETENCY NAME                                                                                     |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------|
| PERSONNEL                  | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> <li>➤ Deputy Manager/Manager</li> </ul> | Functional      | <ul style="list-style-type: none"> <li>➤ Selection</li> <li>➤ Retention</li> </ul>                  |
| HUMAN RESOURCE DEVELOPMENT | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> </ul>                                   | Functional      | <ul style="list-style-type: none"> <li>➤ Planning and Organizing</li> <li>➤ Communicatio</li> </ul> |

|                       |                                                                                                                             |            |                                                                                                                                                                                                                   |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | <ul style="list-style-type: none"> <li>➤ Deputy Manager/Manager</li> </ul>                                                  |            | <ul style="list-style-type: none"> <li>➤ Business Awareness</li> <li>➤ Planning And Organizing</li> <li>➤ Performance Improvement</li> <li>➤ Motivation</li> <li>➤ Change Orientation</li> </ul>                  |
| <b>ADMINISTRATION</b> | <ul style="list-style-type: none"> <li>➤ Deputy General Manger/Senior Manager</li> <li>➤ Deputy manager/Manager</li> </ul>  | Functional | <ul style="list-style-type: none"> <li>➤ Planning and Organizing</li> <li>➤ Controlling</li> <li>➤ Problem Solving</li> <li>➤ Planning and Organizing</li> <li>➤ Record Keeping</li> <li>➤ Controlling</li> </ul> |
| <b>ESTATE</b>         | <ul style="list-style-type: none"> <li>➤ Deputy General Manager/Senior Manager</li> <li>➤ Deputy Manager/Manager</li> </ul> | Functional | <ul style="list-style-type: none"> <li>➤ Coordination</li> </ul>                                                                                                                                                  |

### **Recommended Direction For Future Research In Competency Mapping**

It would be useful to direct future research on the following lines:

- Attempt to overcome the limitations based on a Job-Organization-Environment in the context of time approach to mapping future ready competencies. This method is called JOE (T) method. The method seeks to
  - To take a comprehensive view the role of job characteristics, organizational finger prints and impact of environment on the organization.
  - Consider elements of future roles of the organization.
- Objectively assigning priorities (or weights) to various impacting behaviors of a competency based organization finger print.
- Balancing weights to be given to current and future focused competencies in different environmental contexts.

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