

“Competency Mapping - A Case Study at Ambassadors SKY CHEF, MUMBAI”

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ABSTRACT

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.

Keywords: Competency mapping, hotel

INTRODUCTION

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.

COMPANY PROFILE

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<p>The Ambassador Sky Chef, Mumbai CSI Airport, Approach Road Sahar, Mumbai-400099. Tel: 91-22-28202626/28259090. Fax: 91-22-28369035/28369034. e-mail: afk@vsnl.com</p>	<p>The Ambassador Sky Chef, Delhi IGI Airport Complex, New Delhi - 110 037. Tel: 91-11-25652691, 25652248/49. Fax: 91-11-25652142. e-mail: dfk@vsnl.com</p>

Narangs International Hotels Private Limited and its subsidiaries is a family owned company having interests in hotels, flight catering units, fast food outlets and windmill power generation. The shareholders of the company are family members, namely, Mr. Rama Narang, along with his three sons Mr. Ramesh Narang, Mr. Rajesh (Bobby) Narang and Mr. Rakesh (Rico) Narang. Mr. Ramesh Narang is the single largest shareholder of the company, who along with his other two brothers, Mr. Rajesh Narang and Mr. Rakesh Narang are the majority shareholders.

- The Company owns and operates hotels under the ‘Ambassador’ brand which are centrally located in the city of Mumbai, Aurangabad and Chennai with sales offices in Delhi, Bangalore, Mumbai, Aurangabad and Chennai.
- The Company is the pioneer in the field of in-flight catering since 1942 and own and operates the largest catering units at Mumbai and Delhi under the brand name ‘THE AMBASSADOR'S SKY CHEF’. The Ambassador's Sky Chef has won numerous awards / trophies and appreciations for their innovative and catering expertise.
- The Company is also in the fast food retail business under the brand name ‘Croissants etc’ operating numerous outlets in and around Mumbai.
- As a major diversification launch and to show growing concern towards environment, the Company ventured into harnessing wind for generating electric power through 25 windmills on 110 acres of land installed in the state of Tamil Nadu.

- The Company directly and indirectly employees over 5000 employees in its various units across the country.
- The company is looking at diversifying into Infrastructure development on the real estate projects held by the company and is also considering joint ventures with overseas partners.

Ambassador has been associated with both International and Domestic airlines like Lufthansa, Swiss International, Saudi a , Air India , Kenya , Jet lite, Indian Airlines to name few.

Benefits of Using Competency Mapping

Creating competency based culture and systems in organizations are the need of the hour. It is needed to enhance specialized skills and have a continuous up-gradation of knowledge.

Competency mapping can play a significant role in recruiting and retaining people as it gives a more accurate analysis of the job requirements, the candidate's capability, of the difference between the two, and the development and training needs to bridge the gaps.

For The Company

- Reinforce corporate strategy, culture, and vision.
- Establish expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention.
- Increase the effectiveness of training and professional development programs by linking them to the success criteria (i.e., behavioral standards of excellence).
- Provide a common framework and language for discussing how to implement and communicate key strategies.
- Provide a common understanding of the scope and requirements of a specific role. .

For Managers:

- Identify performance criteria to improve the accuracy and ease of the hiring and selection process.
- Provide more objective performance standards.
- Clarify standards of excellence for easier communication of performance expectations to direct reports.
- Provide a clear foundation for dialogue to occur between the manager and employee about performance, development, and career-related issues.

For Employees:

- Identify the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role.

- Support a more specific and objective assessment of their strengths and specify targeted areas for professional development.
- Provide development tools and methods for enhancing their skills.

RESERCH OBJECTIVES OF THE STUDY

1. To understand the utility and scope of competency mapping.
2. To list the competencies against individual roles and responsibilities in Ambassadors Sky Chef, Mumbai.
3. To measure the knowledge, skill and attitude with the help of ranking method.
4. To identify the competence gap between the required performance and actual performance.
5. To suggest the Competency based training and development programs as a part of global strategy.

RESEARCH METHODOLOGY

Data Collection

Both primary and secondary data would be collected and used for the study. The Primary Data would be gathered by the methods of

- Interview
- Observation
- Survey, etc.

The Secondary data would be collected through the

- Employ records
- Performance and Potential Review form
- Reference Books
- Internet:

Sampling method : - Probability Sampling, Under Simple Random Method

Sample Size : - 30(15% of Available Population)

Sample Universe : - Ambassador's Sky Chef –Mumbai

Sample Area : - All Departments Where They Work

DATA ANALYSIS & INTERPRETATION

The Competency assessment questionnaire consisted of the Likert 5-point scale and data was obtained from the employees under two series.

The two series of data represented the level of Competency present and the level of Competency required for the job. Employees were asked to self assess their competencies

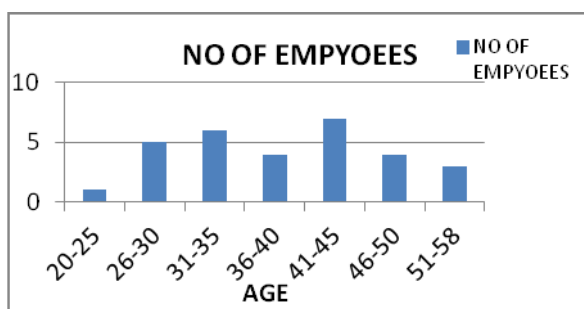
and choose a level which correctly represents their competency levels present and required for the job. The first series of data can be used to assess the competency present in the employees as per his self-assessment.

The second series of data will help understand requirement of such competency in the present job according the employee and the difference will help analyze the training need of the employees

Selection of Position and Group of Employees

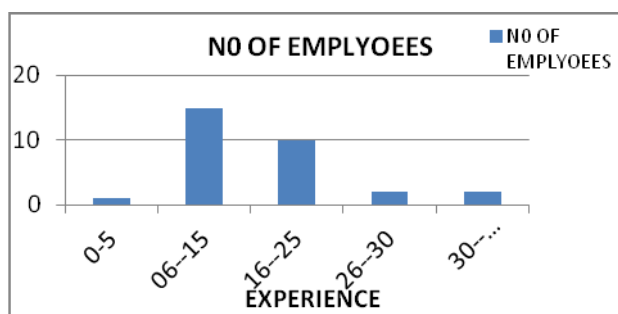
Group showing age of respondents:-

AGE	20-25	26-30	31-35	36-40	41-45	46-50	51-58
NO.OF EMPLOYEES	1	5	6	4	7	4	3



Graph showing the years of experience of the respondents:

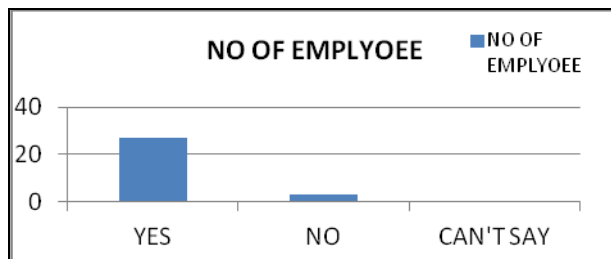
AGE	20-25	26-30	31-35	36-40	41-45	46-50	51-58
NO.OF EMPLOYEES	1	5	6	4	7	4	3



QUESTIONS

1. Do you feel you are doing the job according to your job profile?

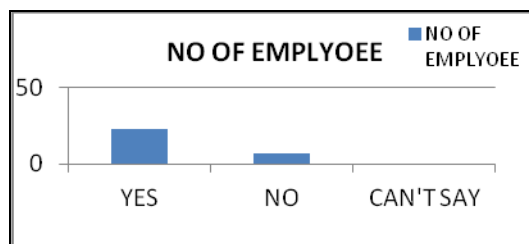
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYOEE	27	03	0



Inferences: From the above table and chart we can say that 90% of the respondents agree that they are doing the job according to their job profile while the 10% disagree.

2. Do you finish every work assigned to you within the time limit?

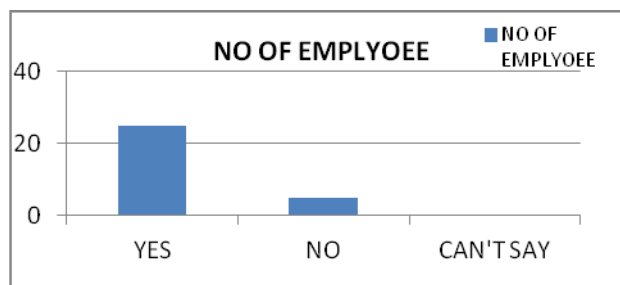
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	23	05	0



Inferences: From the above table and chart we can say that 76% of respondents always finish every work assigned to them within the time limit, while 24% sometime complete their work in time.

3. Do you require the guidance from your superior?

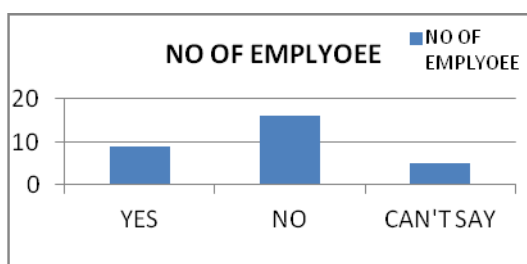
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	25	05	0



Inferences: From the above table and chart it is clear that 83% of respondents sometimes need guidance from their superiors while 17% never need any guidance from their superior.

4. Do you feel you need training to perform your work?

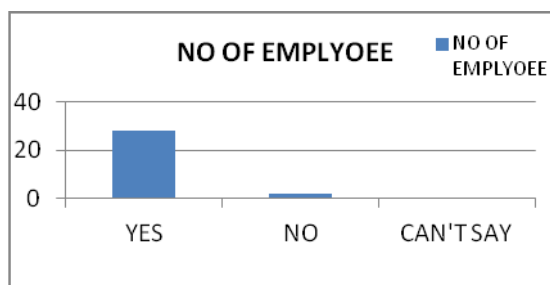
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYOEE	9	16	05



Inferences: From the above table and chart it's clear that 30% of respondents feel they need training to perform their work, 53% do not need training to perform their work, while 13 % were unable to say anything about this.

5. Does competency mapping helps you to do manpower planning?

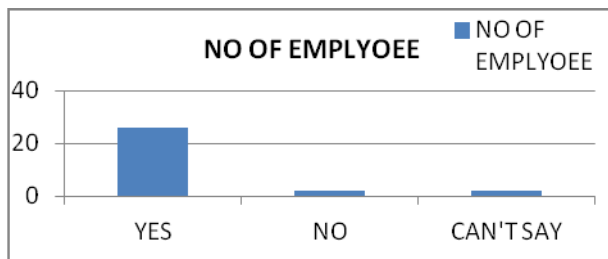
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYOEE	28	2	0



Inferences: From above we can say that 93% of respondents admit that competency mapping helps them to do manpower planning and only 7% disagreed.

6. Does an environment in organization helps in competency mapping & development?

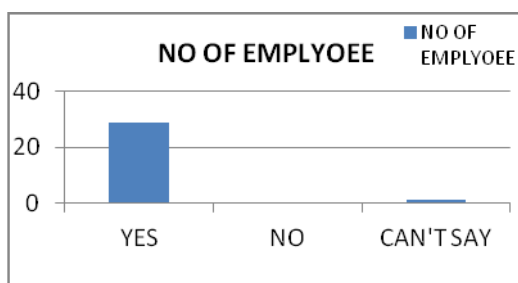
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYOEE	26	2	2



Inferences: From above we can say that 86% of respondents admit that an environment in organization helps in competency mapping & development process and only 7% disagreed while 7% didn't answered.

7. Does competency mapping helps you in identifying gaps?

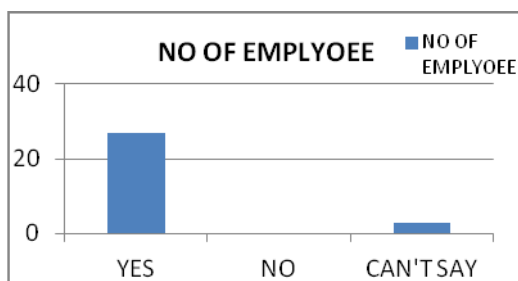
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	29	0	1



Inferences: From above we can say that 97% of respondents admit that competency mapping helps them in identifying gaps and only 3% didn't answered.

8. Do you think training programs suggested after competency mapping process are relevant & useful to you?

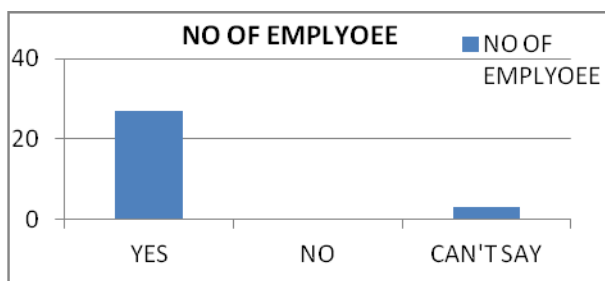
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	27	0	3



Inferences: From above we can say that 90% of respondents admit that training programs suggested after competency mapping are relevant & useful and only 10 % didn't answered.

9. Does competency mapping helpful in individual’s career development & company growth?

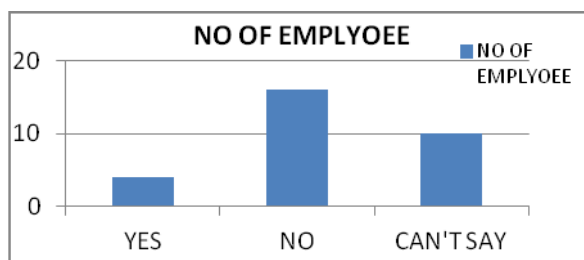
ANSWER	YES	NO	CAN’T SAY
NO OF EMPLOYEE	27	0	3



Inferences: From above we can say that 90% of respondents admit that competency mapping helps in career development & company growth and only 10 % didn’t answered.

10. Do you perform competency mapping regularly in your company?

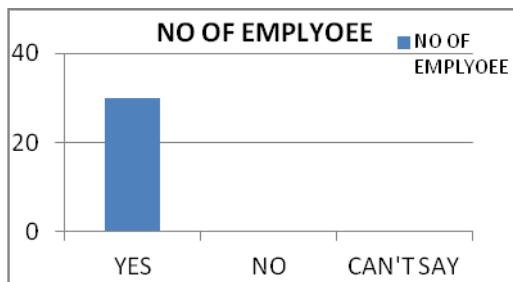
ANSWER	YES	NO	CAN’T SAY
NO OF EMPLOYEE	4	16	10



Inferences: From above we can say that only 13% of respondents admit that competency mapping is done regularly where as 53 % disagreed and 34% didn’t answered.

11. Does 360 degree feedback method used in competency mapping process motivate you to identify self gaps & overcome them?

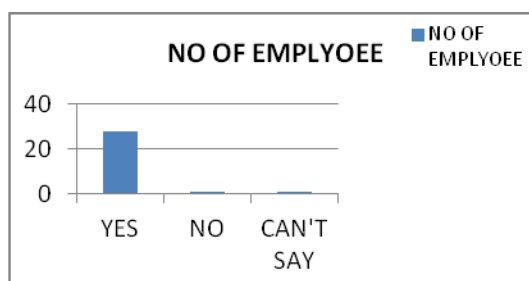
ANSWER	YES	NO	CAN’T SAY
NO OF EMPLOYEE	30	0	0



Inferences: From above we can say that 100 % of respondents admit that 360 degree feedback method motivate them to identify self gaps & overcome them.

12. Does feedback- form provided to you competency mapping help you to understand competency level?

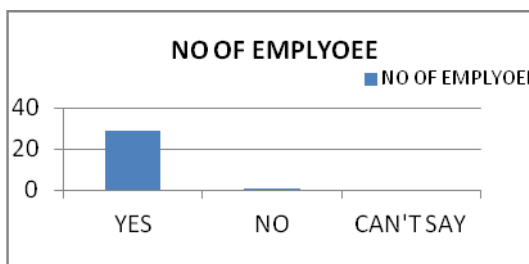
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	28	1	1



Inferences: From above we can say that 94 % of respondents admit that feedback form provided to them is understandable & self- explanatory, while 3% disagreed & 3% didn't answered.

13. Are you Satisfied and Agree with received feedback from 360 degree feedback?

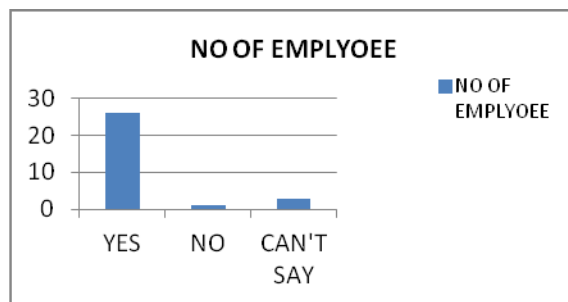
ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	29	1	0



Inferences: From above we can say that 97 % of respondents admit that feedback received from 360 degree feedback process is fair & acceptable to them. Only 3 % disagreed.

14 Are you now (after competency mapping) aware of what is expected from you?

ANSWER	YES	NO	CAN'T SAY
NO OF EMPLOYEE	26	1	3



Inferences: From above we can say that 87 % of respondents admit that competency mapping process helps them in role clarification, while 3 % disagreed & 10 % didn't answered.

RESEARCH FINDINGS

1. 70 % employees are competent while 30 % are not enough competent & required to be trained.
2. 360 degree feedback method is self-motivating & highly acceptable in organization.
3. Employee in AMBASSADOR'SKY CHEF believes that Competency mapping process help them in role clarification & they are doing the job according to their job profile.
4. They finish every work assigned to them within the time limit, which shows that they are competent, though many of them need guidance from their superiors sometimes.
5. Few believe that they need training to perform their job.
6. Almost all employees believe that competency mapping is helpful in individual's career development as well as company growth.
7. Many believe that though environment in organization is good for competency mapping & development competency mapping is not carried out regularly.
8. Almost all employees believe that competency mapping is helpful in individual's career development as well as company growth.

CONCLUSIONS AND SUGGESTIONS

In the light of facts & figure related to study, it can be concluded that the concept of competency mapping is in the mid of introduction & growth stage.

One more conclusion of significance is that, competency mapping is useful in economical use of the most important resources, human capital by ensuring the best suitable job to person. It also ensures individual growth and development.

In a nutshell it can be concluded that Competency mapping process helps organizations not only in identifying gaps but also bridges the gap which result into enhanced productivity for organization and rising career graph of individual employee.

360 degree method appears to be the most appropriate & accepted method .It helps in creating healthy organization culture.

It has also been evidenced that there is certainly a quest for Competency mapping among the employees of the organization

Thus the HR department should be sensitized about the need for competency mapping & this process of competency mapping should be carried out in the organization on the regular basis both for the benefit of employees and for the organization.

In today's changing globally environment, it could be greatly beneficial to ensure that training programs are conducted on various competency clusters in order to meet new standards and to update knowledge to perform to the satisfaction.

The management should also has decent incentives package to create enthusiasm and motivation among the employees which is essential for the success of the scheme

Last but not the least, as a cost saving measure as well as creating a sense of loyalty, the management may think in terms of developing internal trainer, employees who got the requisite skills & expertise and have excelled may be identified and can be developed as trainer.

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