

## **SYNOPSIS**

### **Topic: COMPETENCY GAP ANALYSIS AT HERITAGE FRESH**

#### **ABSTRACT**

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resources. The ability of companies to effectively carry out competency based human resources management. HRM is becoming more and more crucial for their survival which are important to address with the changing nature of organizations. We tested to what extent competency mapping would help in analyzing the gap in required skill and could be worked upon improve the level of competency. Method: The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed. Conclusion: The manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. Implications: The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives. Originality/value: Explains how and to what extent competency mapping facilitates the organization to function effectively.

## **INTRODUCTION**

### **What is COMPETENCY?**

A Characteristic of an employee that contributes to successful job performance and the achievement of organizational results. These include knowledge, skills and abilities as well as other characteristics such as values, motivation, initiative, and self-control. Competencies may be defined organizationally or on an individual basis.

The ability or characteristics of an employee to perform a particular skill that contributes to successful job performance. Skills may be defined organizationally or on an individual basis.

Its specialist knowledge with values, motivation, initiative and self-control required to perform a job function.

### **DEFINITION:**

“A cluster of related knowledge, skills, ability and attitudes that affects a major part of one’s job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development.”

### **➤ COMPETENCIES ARE GAINED THROUGH A MULTITUDE WAYS :**

Training and Development Programs.;

Formal Education;

Life experience;

On-The-Job experience;

Apprenticeship;

Self - Help Programs.

All of these together contribute to job competence in an employee. Ultimately, supervisors and employees working together and assessing consistency of job performance (behaviors) over time determine overall “employee competence.”

## **BOYATZIS AND THE BIRTH OF COMPETENCIES**

What did we do before competencies? How did we recruit and select people, or assess them for promotion? Commonly, personnel professional would develop a job description including the key tasks and responsibilities and then the skills, abilities, experience and personal attributes required for successful performance are worked out. It was in context of managerial assessment that the American, Richard Boyatzis, first coined the term 'Competencies', to make the organizations more effective.

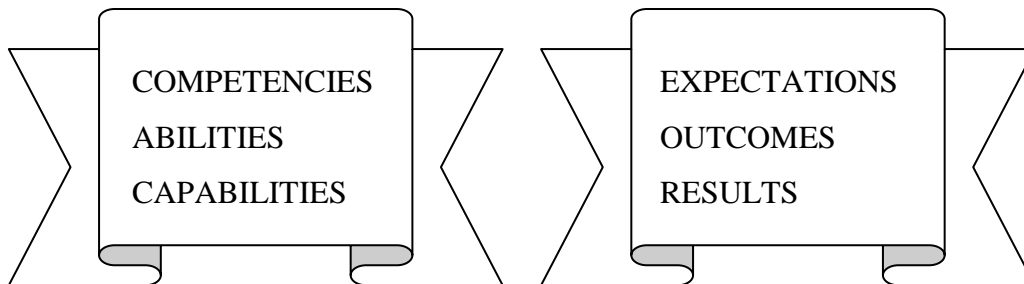
Boyatzis realized that when we select a manager, we are trying to match them with our mental model of what a 'good manager' looks like, when our model may bear no relation to the personal characteristics required for the role.

Boyatzis's answer to the above problem was based on the methods of job analysis used for the staff of McBer and company in the states, called the job competency assessment method. The method was based on the comparison of the behaviors exhibited by current highly effective staff to that for less effective staff, where the behaviors are identified through the examination of critical incidents.

Boyatzis's hypothesis was that there are a certain number of 'competencies' on which people can vary. He quotes with approval Klemp's definition of a competence; "An underlying characteristic of a person which results in effective and / or superior performance in a job". According to Boyatzis, people can be described in terms of 21 competencies:

## THE COMPETENCY GAP

The paradox is that it does not matter what the skills of the incumbent are how hard he works, if he does not meet the performance criteria, he has not performed. So here is the 'Performance Gap' – between what the incumbent is currently capable of and what he achieves in terms of meeting expectations, producing outcomes and achieving results.



## THE CRITICAL FACTORS

There are five critical factors that determine the extent of the performance Gap, and

**Which affect anyone no matter how competent and capable they may be?**

**They are:-**

- The Environment
- The Conditions
- Personal Priorities
- Motivational Factors
- Personal Skills

## **COMPETENCY ANALYSIS**

Competence analysis is used to produce competence profiles and frameworks for Human resource planning, recruitment, performance management and training and development activities and also for the compensation plans.

### **METHODS OF COMPETENCE ANALYSIS:-**

#### **1. EXPERT OPINION**

The simplest method is for 'experts' (members of the personnel dept. And representatives of line management) to get together and draw up a list from their own understanding of 'what counts' with reference to other published lists. This will certainly save time and trouble, but it may not be particularly analytical and reliance on other people's ideas could result in a list being drawn up which is irrelevant to the real needs and requirements of the business.

#### **2. WORKSHOPS**

A more structured work shop approach is likely to produce better results, if the workshop is mainly comprised of people who are actually doing the job. Then the competence definitions will be more acceptable as well as more realistic.

Such a workshops uses the competence area as a framework; the members of the group develop examples of effective behavior, which may be recorded on Flipcharts.

The workshop facilitator's roles are to help the group to analyze its findings, to prompt, to provide examples and to assist in the production of a set of competence dimensions.

### 3. **THE STRUCTURED INTERVIEWS**

This method begins by identifying the key activities of the role and goes on to analyze the behavioral characteristics which distinguish performers at different level of competence.

The list is drawn by 'experts' and proceeds by subjecting a no. of individuals to a structured interview. The analysis may be done under such headings as:

- Personal drive
- Impact on results
- Analytical power
- Strategic thinking
- Creative Thinking
- Decisiveness
- Commercial Judgment
- Team management & Leadership
- Interpersonal Relations
- Ability to Communicate
- Ability to adapt change
- Ability to plan and control projects.

### 4. **FUNCTIONAL ANALYSIS**

This is the method used to produce competence related standards. It usually starts by identifying the overall purpose of the job and then identifies the key functions undertaken. This is the information required to define standards of competence at the various level of job families.

This can also lead to the definition of the behavioral dimensions of competence, especially when generic role definitions are required for a whole occupational area-e.g. managers or team leaders.

## **NEED OF THE STUDY THE STUDY**

- The procedure adopted for competency gap analysis in respect to the ways:
  - To define the desired level of competency.
  - To identify the actual level of competency.
  - To seek the method of analyzing the gap and the respective steps undertaken.
- Effective ways of solving the problem of competency gap to improve the skill efficiency of the employees.

## **SCOPE OF THE STUDY**

- The study has been conducted to get an insight into the practices being followed in the various industries with respect to the purpose for which competency gap analysis is undertaken, the procedure adopted for competency gap analysis and the step taken to bridge the gap identified through competency gap analysis.

## **OBJECTIVES OF THE STUDY**

- To study the competency gap between the employees at heritage company.
- To identify the strengths of the individual system so as to consider them for incorporation in any competency gap analysis system.
- To Analyses the weaknesses that individual systems are having.
- To provide the feasible solutions to improvise the current system so as to maintain the meaning and the applicability of the system.

## **SIGNIFICANCE OF THE STUDY**

Competency Gap Analysis helps in identifying the gap in actual and desired Competency level of employees within an organization. The identified gap helps in devising suitable programs to maintain the desired level of skills and ensuring the effectiveness of the workforce.

The study of competency gap analysis practices was carried out with a view to get a complete insight of the practices being followed. Individual companies are being studied to analyze the strengths of the particular system and to incorporate them to arrive at the most efficient competency gap analysis system.

The objective was to identify the weaknesses and the potential areas of improvement to make the Competency Gap Analysis system a full-fledged system capable of serving the purpose for which it is meant.

## **RESEARCH METHODOLOGY**

### **RESEARCH OBJECTIVE**

The study has been conducted to get an insight into the practices being followed in the various industries with respect to the following:

- The purpose for which competency gap analysis is undertaken
- The procedure adopted for competency gap analysis
- The step taken to bridge the gap identified through competency gap analysis.

### **TYPE OF RESEARCH**

1. The quantitative approach of research is adopted. A survey is conducted where a sample of population is studied. This study is made through questionnaire.
2. The qualitative approach of research is also adopted. This is done through taking personal interview of the respondents and by adopted projective technique.



## **THE RESEARCH DESIGN**

The research plan involves taking the decision on type of data sources from which the data is to be collected and the content methods. The research approach Selected by me was descriptive research as this is the best suited to learn about Worker's attitudes, behavior and perception about his hob. It was aimed at knowing the reasons of satisfaction and dissatisfaction among workers.

## **UNIVERSE AND SURVEY POPULATION SAMPLE**

The survey will be conducted with a sample size of 50 respondents from Heritage Foods. Respondents from the industry will be randomly selected to complete the sample size.

## **COLLECTION OF DATA**

(a) **PRIMARY DATA:** - Primary data is the data collected specially for a specific purpose.

The methods used for its collection are:-

- ✓ Questionnaire
- ✓ Observation
- ✓ Personal view

## **SECONDARY DATA**

Secondary data consists of information that already exist somewhere and was collected for another purpose, which may not be the same as the purpose of research secondary data used here was :-

- ◆ Record books from personnel department.
- ◆ Time office.
- ◆ Articles published in magazines.
- ◆ Related web sites

The secondary data provide a starting point for research and offer the advantage of low cost and ready availability.

## **TOOLS OF DATA COLLECTION**

To collect the data, various techniques are being used to provide same footing in analysis of the practices being adopted for the implementation of Competency Gap Analysis.

- Interview Method
- Questionnaire Method
- Schedule Method
- Observation Method

It consists of several processes to cover all the aspects of CGA to be able to analyze the:

- Purpose of implementing CGA.

- Ways of determining the
  - Actual competencies.
  - Desired Competence's.
  - Gap
  
- Sources used in designing the Competency Gap Analysis System.
- Action plan for covering the gap.

The HR personnel of the individual companies were asked to fill the questionnaires along with the formats used for Competency Gap Analysis.

## **ANALYSIS PATTERN**

- Graphical representation has been used to give a bird's eye view to the qualitative data collected through the questionnaires.
- The company has been analyzed to depict he :
  - Strengths
  - Weaknesses
  - Potential areas of improvement and respective suggestions in their system.

## **LIMITATIONS OF THE STUDY**

**The various limitations that were faced while doing this project are as follows:-**

- ◆ The time available for doing study was very limited
- ◆ Unwillingness of the respondents to respond to the Questions asked.
- ◆ Sample size was also small due to time constraint.
- ◆ Only those workers who worked in day shift could be able to interview.
- ◆ Contacting the employees was difficult job.
- ◆ There is always a fear of business exist there.

## CHAPTERISATION

**Detailed/final Project Report will include the following chapters**

### **CHAPTER –I**

- Introduction
- Significance of the study
- Need of the study
- Objective and scope of study
- Methodology
- Limitations
- Scope

(Details of methodology used in studying and collecting the data and issue will be described)

### **CHAPTER –II**

- Literature review
- Theoretical study

### **CHAPTER –III**

- Industry & company profile

### **CHAPTER –IV**

#### **Analysis of the topic & Interpretation**

(Descriptive work on the topic, this chapter will include analysis and interpretation of data tabulation and categorization)

### **CHAPTER –V**

- Recommendation
- Bibliography
- Appendix

## **BIBLIOGRAPHY**

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- ❖ [www.altavista.com](http://www.altavista.com)

### Magazines

- ❖ Human capital
- ❖ Talent Magnet