

A STUDY OF COMPETENCY MAPPING AT HUBERGROUP INDIA PVT. LTD

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Hubergroup India Pvt. Ltd. is Ranked 1 all over India & ranked 5th all over the world for its Ink At Hubergroup India Pvt. Ltd competency mapping technique is adopted for training need identification. Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. Competency mapping is important and is an essential exercise. Every well-managed firm should have well-defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification.

Methods of Training Need Identification:

- Performance Appraisal
- Interview
- Questionnaire
- Observation
- Seeking input from line manager
- PMS
- Competency mapping
- Customer satisfaction survey

Format of competency mapping at Hubergroup Pvt. Ltd.

Sr.No	Emp.No	Name	Department	Category	Applicable Competency	L0	L1	L2	L3	L4

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LEVEL DESCRIPTORS GENERALISED:

L0 – Absence of the said competency.


L1 – Person displays such competency under guidance.

L2 – Person displays this competency in less difficult situations.

L3 – Person generally displays this competency in most of the situations.

L4 – Person capable of coaching others in this competency.

 Current Level of Competency

 Required Level of Competenc

Introduction to Competency Mapping:



In today's competitive world it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Top management is identifying corporate core competencies and working to establish them throughout the organization. Human Resource Development builds competency based models that drive business results.

The business of INKS is the vast business all over the world. All the brands producing their products need inks for the packing and advertising. Directly or indirectly all those firms who produce advertising or packing products are the customers of INK manufacturing companies.

In the present day, Printing Inks are a blend of various ingredients, formulated to create graphic design or text on a variety of substrates or surfaces ranging from paper to polyfilms, foils and metals. These inks are a complex mixture of pigments, flushes, resins, vegetable oils, waxes and solvents. Today, varieties in ink are as extensive as printing methods themselves. Broadly, these consist of Lithography, Flexography, Gravure, Screen printing etc. Developments in printing technology and processes made it necessary for Printing Inks to have very high quality. Fact remains, Printing Inks business, though apparently simplistic, is a highly complex one, truly an art and science in itself.

- What is Ink?
 - ✓ Ink is a liquid (pigmented) or paste used for the purpose of writing or printing.
 - ✓ It is a homogeneous physical mixture of pigments, intermediaries and additives.
 - ✓ Intermediaries are compound like Resin, mineral oils, vegetable oil etc.
 - ✓ Additives are added to impart certain properties to ink.
 - ✓ **INKS** = Pigments + Media/Binder/Vehicles + Additives + Solvent (Reducers, Driers etc.)

RESEARCH METHODOLOGY

A broad definition of research is – “In the broadest sense of the word, the definition of research includes any gathering of data, information and facts for the advancement of knowledge.

– Martyn Shuttelworth

Research design:

The research design used for this study is of the descriptive type. Descriptive research studies are those studies, which are concerned with the characteristics of a particular individual or a group.

Method of data collection:

- Primary Data:

The primary data was collected from the sample by administering the questionnaire and also through observation and discussion with the management. In the current research a self administered questionnaire was filled by the respondents and analyzed by the researcher to generate finding and suggestions.

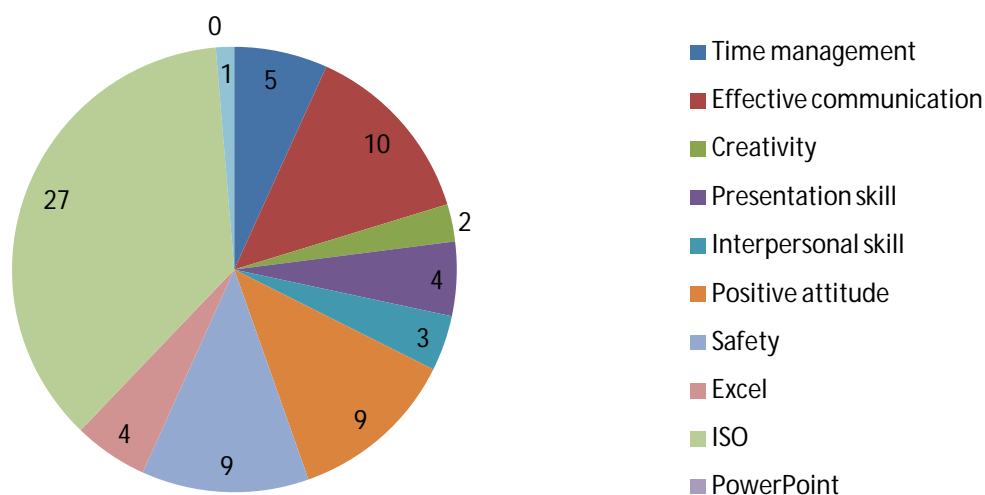
- Secondary Data:

The secondary data is collected through various text books, journals, reference materials from library and internet. Here, Researcher has used primary data for research analysis.

Data Presentation and Interpretation

ASPECTS RELATED TO TRAINING NEED ANALYSIS.

1. Training identified for staff.



Graph No.5.6

Types of competency	No. of respondent	Percentage	Out Of
Time management	05	12.5	40
Effective communication	10	25	40
Creativity	02	05	40
Presentation skill	04	10	40
Interpersonal skill	03	7.5	40
Positive attitude	09	22.5	40
Safety	09	22.5	40
Excel	04	10	40
ISO	27	67.5	40
PowerPoint	00	00	40
Assertiveness	01	2.5	40

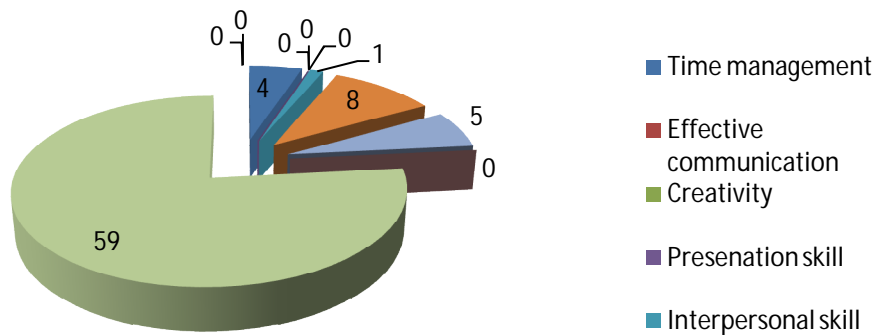
Table No.5.6

Interpretation:

From the research done it's known that, Out of 40 staff members:

- 0% members are identified for PowerPoint
- 1% members are identified for Assertiveness
- 3% members are identified for Creativity
- 4% members are identified for Interpersonal skill
- 5% members are identified for Presentation skill
- 5% members are identified for Excel
- 7% members are identified for Time management
- 12% members are identified for Positive attitude
- 12% members are identified for Safety
- 14% members are identified for Effective communication
- 37% members are identified for ISO

2.Training identified for workers.



Graph No. 5.7

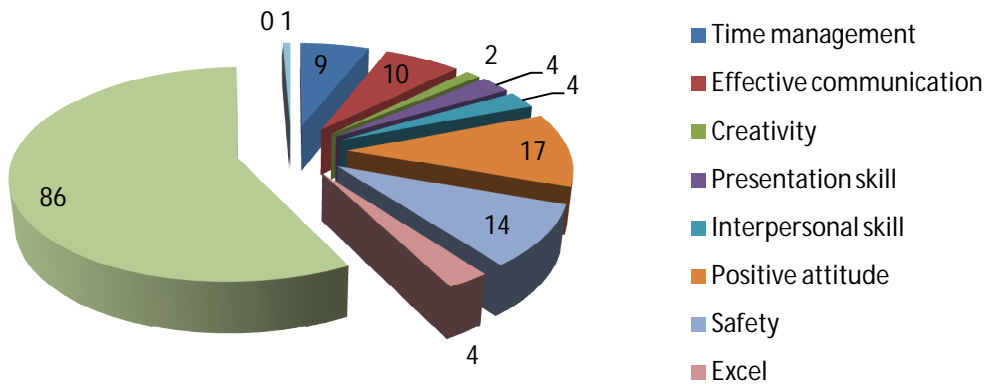
Types of competency	No. of respondent	Percentage	Out Of
Time management	04	6.78	59
Effective communication	00	00	59

Creativity	00	00	59
Presentation skill	00	00	59
Interpersonal skill	01	1.69	59
Positive attitude	08	13.56	59
Safety	05	8.47	59
Excel	00	00	59
ISO	59	100	59
PowerPoint	00	00	59
Assertiveness	00	00	59

Table No.5.7
Interpretation:

- 1% workers are identified for Interpersonal skill
- 5% workers are identified for Time management
- 7% workers are identified for Safety
- 10% workers are identified for Positive attitude
- 77% workers are identified for ISO

3.Competency identified at Hubergroup Pvt. Ltd.



Graph No.5.8

Sr. no	Types of competence	No. of respondent	Percentage	Out of
1	Time management	09	06	150
2	Effective communication	10	06	150
3	Creativity	02	01	150
4	Presentation skill	04	03	150
5	Interpersonal skill	04	03	150
6	Positive attitude	17	11	150
7	Safety	14	09	150
8	Excel	04	03	150

9	ISO	86	57	150
10	PowerPoint	00	00	150
11	Assertiveness	01	01	150

Table No.5.8

Interpretation:

- 0% respondent are identified for PowerPoint
- 1% respondent are identified for Assertiveness
- 1% respondent are identified for Creativity
- 3% respondent are identified for Presentation skill
- 3% respondent are identified for Interpersonal skill
- 3% respondent are identified for Excel
- 6% respondents are identified for Time management.
- 6% respondent are identified for Effective communication
- 9% respondent are identified for Safety
- 11% respondent are identified for Positive attitude
- 57% respondent are identified for ISO

Findings:

1. Overall for the staff, other than the above skills, 10 employees for effective communication, 2 employees for creative skills, 4 employees for presentation skills, 4 employees for excel related skills and 1 employee for assertiveness skill have been identified.
2. Overall for the Hubergroup India Pvt. Ltd., Unit no.1, Vapi, the analysis as per the skills is as follows – 9 employees for Time management, 10 employees for effective communication, 2 employees for creativity skills, 4 employees for presentation skills, 4 employees for interpersonal skills, 17 employees for positive attitude, 14 employees for safety, 4 employees for Excel, 86 employees for ISO, 0 employee for PowerPoint and 1 employee for assertiveness skill.
3. Training needs analysis is conducted at Hubergroup India Pvt. Ltd. Regularly.
4. Training need analysis is done by the different line managers.
5. Training need analysis is done once a year.
6. The process of training need analysis is documented.
7. Competency mapping is the process used for training need analysis at Hubergroup India Pvt. Ltd.

8. Employees skills are sharpened by the training program conducted based on competency mapping.
9. Competency mapping based training program increases employees amount of initiative and self reliance towards work.
10. Company spend huge amount on Training in order to increase productivity and efficiency and also to retain employees.
11. Hierarchies are clear here at Hubergroup India Pvt. Ltd.

Recommendations:

1. As the Trainee acquires new Knowledge, Skills and Abilities and applies them in work situations, he should be significantly **rewarded** for his efforts. So that it motivates employees.
2. Company should keep on seeking **feedbacks** regularly from the employees.
3. TNA should be carried out every **6 Months**.
4. **Observation** technique should be used as secondary technique, so that results are more appropriate.
5. Employees should **submit** their competency to line manager which they feel they are lacking, so that proper competency can be identified by line manager.
6. Trainings that are organizational requirements like ISO, change in technology, innovation, etc need to be given in every **frequently**.

Conclusion:

In the present world of competition and globalization, the methods of Training Need Identification and implementation have very much importance in the success of an organization .The Competency Mapping is to identify the training need and know the weakness of employees and also help them to be more creative and proactive in their work, which results in the organization development. The Competency Mapping also helps the employees to develop their inter personal and intra personal skills. From this study it can be concluded that the training need analysis using competency mapping is the best method as per the conditions in the organization. The results are as per the expectations of the managers. Also the employees are happy from the process. Few modifications which I think can help them are suggested above.

Bibliography

BOOKS:

- “Human Resources Champion”- by David Ulrich.

WEB SOURCES:

- www.microinks.com
- www.hubergroup.in