Competency Mapping - A Case Study at Aircel (Dishnet Wireless Ltd.), Lucknow

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ABSTRACT
A lot is going on in recent times on the issue of competency mapping. A lot of resource is spent and consultants are invited to do competency mapping. Competency mapping is gaining much more importance and organizations are aware of having good human resources or putting the right people on right job. 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, Performance

I. 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.

In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. For e.g. the necessary knowledge will enable an individual to apply the right skills for any work situation that will arise while having the right attitude will motivate him to give his best efforts. These skills, knowledge and attitudes required for the work are usually collectively referred as competencies.

II. COMPANY PROFILE
- Aircel group is an Indian mobile network operator headquartered in Chennai, that provides wireless voice, messaging and data services in India. It is a joint venture between Maxis Communications Berhad of Malaysia and Sindya Securities & Investments Private Limited, whose current shareholders are the Reddy family of Apollo Hospitals Group of India, with Maxis Communications holding a majority stake of 74%. Aircel commenced operations in 1999 and today is the leading mobile operator in Tamil Nadu, Assam, North-East India and Chennai.

- Aircel is India’s fifth largest and fastest growing GSM mobile service provider with a subscriber base of 65.1 million. Aircel is a pan India operator with a presence across 23 circles. The company offers voice & data services ranging from postpaid and prepaid plans, 2G and 3G services, Broadband Wireless Access (BWA), Long Term Evolution (LTE) to Value-Added-Services (VAS). In addition to providing premium internet access solutions to facilitate data intensive live streaming applications, the company has also paved the way to be amongst the first to offer 3G and 4G LTE services to customers.

- Aircel successfully bid for 3G licenses/ spectrum in 13 states, (Andhra Pradesh, Karnataka, Tamil Nadu, Kolkata, Kerala, Punjab, Uttar Pradesh (East), West Bengal, Jammu & Kashmir, Bihar, Orissa, Assam and North East), with BWA licenses/ spectrum also obtained in 8 of these states. Aircel’s 3G rollout has been the fastest roll out ever in the Indian Telecom Space. Aircel is optimistic about the data
bundling in its key markets. Tamil Nadu, being the strongest circle with spectrum in 900MHz, 3G and BWA and in incumbent circles where the company is strong in voice, will now start adding data bundles.

- In 2006, Aircel was acquired by Malaysia’s biggest integrated communications service provider Maxis (Maxis Communication Berhad) and is a joint venture with Sindya Securities & Investments Pvt Ltd - Maxis holds 74% equity in the company.

- Aircel has positioned itself as a data led telecom player with a focus on young Indians and has addressed the multifunctionality of a mobile phone in many innovative ways which are Industry firsts, be it the Aircel Pocket Internet, the first social networking mobile INQ on Aircel, Aircel Apollo Mobile Health Care, Blyk on Aircel, an enriching engagement for the Youth and very recently the first telecom player to introduce Facebook Voice Updates on Aircel.

- The vision of preparing for the future has led to Aircel being recognized as the leading player in providing overall mobile satisfaction as well as the leading regional mobile operator by institutions such as Voice and Data, IDC and tele.net.

- Aircel was also adjudged the “Best Employers” by Aon Hewitt in 2011. The company’s continuous focus is on acquiring, nurturing and retaining highly talented people by providing them with an inclusive and dynamic working environment. It has also set up the Aircel Academy, a 25,000 square foot facility in Gurgaon (HQ) to provide learning and specialized development for employees.

- Being a caring and responsible corporate, Aircel is involved in initiatives like ‘Save Our Tigers’, an effort to save and grow the dwindling population of tigers in India. The ‘Save Our Tigers’ campaign made India wake up to the alarming fact that there were only 1411 tigers left in India through its 360 degree awareness program. Another initiative by Aircel is the a+, initiative which aims to bridge the digital divide. ‘Through Aircel a+’; Aircel provides underprivileged youth from rural areas access to computers and internet for educational and developmental purposes.

Aircel’s 3G service is currently available in the following cities and towns in 13 telecom circles:

Aircel’s 3G service at lucknow is at the below mentioned address:
Dishnet Wireless Limited,
Ratan Square,
3rd Floor, 20 A,
Vidhan Sabha Marg,
Lucknow,
Uttar Pradesh – 226 001.
III. 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 upgradation 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.

IV. RESEARCH 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 Aircel (Dishnet Wireless Ltd.), Lucknow.
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.

V. 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

- Employee 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: - Aircel (Dishnet Wireless Ltd.), Lucknow

SAMPLE AREA: - All Departments Where They Work

VI. 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.

VII. SELECTION OF POSITION AND GROUP OF EMPLOYEES

Group showing age of respondents:-

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<tbody>
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<td>NO. OF</td>
<td>1</td>
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<td>6</td>
<td>4</td>
<td>7</td>
<td>4</td>
<td>3</td>
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</table>
Questions

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

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<thead>
<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>27</td>
<td>03</td>
<td>0</td>
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</tbody>
</table>
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?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>23</td>
<td>05</td>
<td>0</td>
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</tbody>
</table>

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?
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?

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<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN'T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>25</td>
<td>05</td>
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</tbody>
</table>

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 impacts manpower planning at your organization?

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<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN'T SAY</th>
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<tr>
<td>NO OF EMPLOYEE</td>
<td>28</td>
<td>02</td>
<td>0</td>
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</tbody>
</table>

**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?

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<thead>
<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN'T SAY</th>
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</thead>
<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>26</td>
<td>02</td>
<td>02</td>
</tr>
</tbody>
</table>
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?

<table>
<thead>
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<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>29</td>
<td>0</td>
<td>1</td>
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</table>

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?

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<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>27</td>
<td>0</td>
<td>03</td>
</tr>
</tbody>
</table>
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?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
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</thead>
<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>27</td>
<td>0</td>
<td>03</td>
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</table>

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 answer.

10. Is competency mapping performed regularly in your company?
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 answer.

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

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<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN’T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>30</td>
<td>0</td>
<td>0</td>
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Inferences: From above we can say that100 % of respondents admit that 360 degree feedback method motivate them to identify self gaps & overcome them.
12. Does feedback form provided to you helps you to understand competency level requirement?

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<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN'T SAY</th>
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<td>NO OF EMPLOYEE</td>
<td>27</td>
<td>03</td>
<td>0</td>
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</table>

**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?

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<tr>
<th>ANSWER</th>
<th>YES</th>
<th>NO</th>
<th>CAN'T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>29</td>
<td>01</td>
<td>0</td>
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</tbody>
</table>
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?

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<thead>
<tr>
<th>ANSWER</th>
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<th>CAN’T SAY</th>
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<tbody>
<tr>
<td>NO OF EMPLOYEE</td>
<td>26</td>
<td>01</td>
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</tbody>
</table>

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.

VIII. 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 Aircel (Dishnet Wireless Ltd.), Lucknow 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.

IX. 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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