COMPETENCY MAPPING AT MANAGERIAL LEVEL IN SPECIAL REFERENCE TO HOTEL CLERKS AMER, JAIPUR

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Abstract

Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc. "The competency framework serves as the foundation for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results." In this paper it is been elucidated existing competencies in the targeted group and gaps between required and existing competencies, identify the training and development needs of individual. Managers were interviewed with the help of questionnaire to identify gaps between existing competencies and required competencies. This study reveals suggested training program and incentive plans for the employees.

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Introduction:

Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and behavior attributes) that are required to perform effectively in a job classification or an identified process. The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies.

It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

They may need to hire someone who can be an effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one's competencies can give one a competitive edge in the job market.

Usually, a person will find themselves with strengths in about five to six areas. Sometimes an area where strengths are not present is worth developing. In other cases, competency mapping can indicate finding work that is suited to one's strengths, or finding a department at one's current work where one's strengths or needs as a worker can be exercised.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short-term benefit and may actually result in greater unhappiness on the part of individual employees. A person identified as needing to learn new things in order to remain happy might find himself or herself in a position where no new training is ever required. If the employer cannot provide a position for an employee that fits him or her better, competency mapping may be of little use.

Introduction to Hotel Clarks Amer, Jaipur

Hotel Clarks Amer Jaipur is India's first ISO 9001:2000 accredited hotel by QSI, USA. This Jaipur Business Hotel has also attained ISO 14001:2004.

Hotel Clarks Amer Jaipur is situated in a green residential area, in the heart of the city. It lies at a distance of 2.5 kilometres from the airport and 12 kilometres from the railway station.

Research Design

Objective of the study

1. By studying job description for target group, identify core and functional competencies required for Leaders and Managers of different departments in Hotel.

2. Identification of existing competencies with the target group (Individual Competency Mapping).

3. Make out gaps in self and superior rating to competencies at individual level.

4. By indentifying required competencies, hire right kind of people for right job by establishing standards.

5. By recognizing gaps between required and existing competencies, identify the training and development needs of individual.

6. By developing competency mapping process, perform job evaluation & formulation of appropriate incentive plans.

Sample size: 8+8

Target group sample size is 8 (Managers) from each department for the self appraisal. And 8 HODs, direct superior of the departmental managers for the superior appraisal.

Departments:

1. Accounts
2. Engineering
3. F&B Production
4. F&B Service
5. Sales
6. Front office
7. Housekeeping
8. HR

Types of Instruments and Methods used for Research

1) Data collection through discussion and records

a. Organisational hierarchy chart

b. Job Description

c. Job Specification

2) Questionnaires

a. Core and functional competencies developed in questionnaire for each position

b. Behavioural indicators has been developed for each competency and used in questionnaire.

3) Interviews with Head of the department (HOD)

4) Critical incident analysis

Analysis tools

5) Development of Hypothesis

6) For analysis of data, chi square distribution has been used

Hypothesis

H0: Difference between self and superior rating to competencies is significant or Value of Chi Square is equal or more than 20 (Null Hypothesis)

H1: Difference between self and superior rating to competencies is not significant or Value of Chi Square is less than 20 (Alternative Hypothesis)

Data Analysis

Table 1: Functional Competencies Assessment at Managerial Level for Engineering

Sr. No.	Functional Competencies	Self	Superior	f_o - f_e	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
		f_e	f_o			
1	Economical	8	8	0	0	0.00
2	Preventive maintenance	8	6	-2	4	0.50
3	Human resource functions	7	5	-2	4	0.57
4	Technical expertise	7	7	0	0	0.00
5	Effective public relations	5	8	3	9	1.80
6	Problem solving skills	6	7	1	1	0.17
7	Creativity	6	5	-1	1	0.17
8	Numerical interpretation	9	8	-1	1	0.11
9	Financial Knowledge	9	6	-3	9	1.00
10	Monitoring skills	8	8	0	0	0.00

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = 4.32$

Table 2: Functional Competencies Assessment at Managerial Level for Accounts Dept.

Sr. No.	Functional Competencies	Self	Superior	f_o - f_e	$(f_o - f_e)^2$	$(f_o$ - $f_e)^2/f_e$
		f_e	f_o			
1	Analytical Skills	7	6	-1	1	0.14
2	Numerical Interpretation	8	8	0	0	0.00
3	Information collection	6	5	-1	1	0.17
4	Computer Knowledge	6	4	-2	4	0.67
5	Negotiation skills	9	7	-2	4	0.44
6	Business Skills	8	6	-2	4	0.50
7	Financial forecasting	7	5	-2	4	0.57
8	Change oriented	7	7	0	0	0.00
9	Presentation skills	7	7	0	0	0.00
10	Condemnatory skills	7	4	-3	9	1.29

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = 3.78$

Table 3: Functional Competencies Assessment at Managerial Level for F&B Production

Sr. No.	Functional Competencies	Self	Superior	f_o - f_e	$(f_o - f_e)^2$	$(f_o$ - $f_e)^2/f_e$
		f_e	f_o			
1	Information collection	8	5	-3	9	1.13
2	Cooking skills	8	6	-2	4	0.50
3	Presentation skills	7	7	0	0	0.00
4	Quality management	9	8	-1	1	0.11
5	Planning	7	6	-1	1	0.14
6	Healthy cooking techniques	8	8	0	0	0.00
7	Financial forecasting	7	6	-1	1	0.14
8	Food production and nutrition	8	9	1	1	0.13
9	Operation budget	8	4	-4	16	2.00
10	Knowledge of foreign language	6	5	-1	1	0.17

11	Inventory control management	8	8	0	0	0.00
12	Grievance handling skills	8	6	-2	4	0.50

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = 4.81$

Table 4: Functional Competencies Assessment at Managerial Level for F&B Service

Sr. No.	Functional Competencies	Self f_e	Superior f_o	$f_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
1	Sales orientation	9	9	0	0	0.00
2	Discipline	8	9	1	1	0.13
3	Cost reducing methods	8	8	0	0	0.00
4	Training your team	7	8	1	1	0.14
5	Staff scheduling	9	8	-1	1	0.11
6	Check point for supervisor	8	8	0	0	0.00
7	After closing checking points	8	7	-1	1	0.13
8	Banquets and banquets menu	9	7	-2	4	0.44

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = .95$

Table 5: Functional Competencies Assessment at Managerial Level for Sales

Sr. No.	Functional Competencies	Self f_e	Superior f_o	$f_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
1	Grooming and Hygiene	9	9	0	0	0.00
2	Information collection	9	8	-1	1	0.11
3	Good communication	10	10	0	0	0.00
4	Telephonic communication	9	7	-2	4	0.44
5	Stress management	8	7	-1	1	0.13
6	Knowledge of foreign language	8	8	0	0	0.00
7	Assertive body language	9	7	-2	4	0.44
8	Analytical skills	7	4	-3	9	1.29
9	Effective personal skills	8	8	0	0	0.00

| 10 | Monitoring | 9 | 8 | -1 | 1 | 0.11 |

$$\text{Chi Square} = \frac{(f_0 - f_e)^2}{f_e} = 26.79$$

Table 6: Functional Competencies Assessment at Managerial Level for Front Office

Sr. No.	Functional Competencies	Self f_e	Superior f_o	$f_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
1	Effective handling of problems	8	4	-4	16	2.00
2	Creativity	9	3	-6	36	4.00
3	Good at maintaining public relations	8	3	-5	25	3.13
4	Good communication	8	6	-2	4	0.50
5	Knowledge of foreign language	7	2	-5	25	3.57
6	Presentation skills	7	3	-4	16	2.29
7	Information collection	9	3	-6	36	4.00
8	Good listening skills	8	4	-4	16	2.00
9	Appraising skills	9	8	-1	1	0.11
10	Forecasting	8	2	-6	36	4.50
11	Negotiation skills	7	5	-2	4	0.57
12	Yield Management	8	6	-1	1	0.13

$$\text{Chi Square} = \frac{(f_0 - f_e)^2}{f_e} = 2.52$$

Table 7: Functional Competencies Assessment at Managerial Level for Housekeeping

Sr. No.	Functional Competencies	Self f_e	Superior f_o	$f_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
1	Grievance handling skills	8	9	1	1	0.13

2	Maintenance skills	9	9	0	0	0.00
3	Counseling / Training skills	8	6	-2	4	0.50
4	Critical problem solving skills	8	7	-1	1	0.13
5	Managing housekeeping personnel	7	5	-2	4	0.57
6	Budgeting housekeeping expenses	8	5	-3	9	1.13
7	Supervision	9	9	0	0	0.00
8	Financial knowledge	8	8	0	0	0.00
9	Interior decorations	10	9	-1	1	0.10

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = 2.55$

Table 8: Functional Competencies Assessment at Managerial Level for Human Resource

Sr. No.	Functional Competencies	Self f_e	Superior f_o	$f_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2/f_e$
1	HR policies, practices and systems	8	7	-1	1	0.13
2	Performance Management	8	5	-3	9	1.13
3	Training Methods	9	10	1	1	0.11
4	Manpower requirements	7	4	-3	9	1.29
5	Job Analysis	9	9	0	0	0.00
6	Job Designing	9	8	-1	1	0.11
7	Manpower planning methods	8	8	0	0	0.00
8	Financial knowledge	9	7	-2	4	0.44
9	Interior decorations	7	7	0	0	0.00

Chi Square $= \dfrac{(f_0 - f_e)^2}{f_e} = 3.21$

Recommendations:

Sr No.	Department	Chi Square Value	Hypothesis	Suggested Improvement Area	Suggested Incentive Plan
1	Engineering	4.32	Alternative Hypothesis	- Maintain all the machinery so well that it won't reduce their life, and in a way can control the extra expenses of the organization - Knowledge of preventive measures for different machineries, plants and electrical items - Train manpower for the uses of different electronic equipment and also about the various preventive measures - Make the budgets of various electronic equipments - Knowledge of market rates of plants and machinery source of the fund or availability of the fund	- Salary increment - Credit facility with subsidised rate - Telephone reimbursements - Lunch coupons
2	Accounts	3.78	Alternative Hypothesis	- Evaluates complex or uncertain information quickly, critically and accurately to identify core issues and possible solutions - Computer knowledge - Negotiate budgetary amount of the organization, with external suppliers and internal Source - Plans capability development for the business area and sets	- Salary Increment - Performance bonus - Credit facility with subsidised rate - Telephone reimbursements - Lunch coupons

				targets for the future – building capability consistently	
3	F&B Production	4.81	Alternative Hypothesis	• Comparison of different prices the raw material is available at • Calculate the actual cost of food and beverages as per the budget and industrial standards • Able to handle grievances guests related to taste and delay in service etc. and also handle the grievances of subordinates	• Salary Increment • Credit facility with subsidised rate • Telephone reimbursements • Lunch coupons
4	F&B Service	0.95	Alternative Hypothesis	• Explain types of menu to the guests • Clear all policies to related to banquets booking	• Offer higher job title • Salary hike • Performance bonus • Employee Stock Option Plan • Credit facility with subsidised rate • Lunch coupons
5	Sales	26.79	Null Hypothesis	• Identify the peak season and off season and adopt new plans and strategies • Attractive packages and gimmicks • Coordinate media and public relation activities as directed by the marketing and communication plan.	• Sales Training • Conditional bonus • Existing job title • Lunch coupons • Conditional Performance appraisal

				• Knowledge of Foreign language • Effectively present the new strategies, new schemes, new event in the market • Market forecasting	
6	Front Office	2.52	Alternative Hypothesis	• Handle queries on telephone • Knowledge of telephone etiquettes • Identify the peak and off seasons and accordingly arrange the front office staff • Analyse the past days performance and compare it with the current scenario	• Salary increment • Performance bonus • Higher job title • Credit facility with subsidised rate • Lunch coupons
7	Housekeeping	2.55	Alternative Hypothesis	• Train the subordinates about new techniques of serving guest • Staff distribution • Ensure supervision of the various equipments like bed sheets, pillow, towels and keep them changing according to budget.	• Salary increment • Performance bonus • Higher job title • Credit facility with subsidised rate • Lunch coupons
8	Human Resource	3.21	Alternative Hypothesis	• Observe the employees at their workplace and rate their performance • Make the forecasting and keep some stock of manpower for the crisis time	• Salary increment • Performance bonus • Credit facility with subsidised

				• Financial knowledge	rate
					• Telephone reimbursements
					• Lunch coupons

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