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## ANALYZING THE GAP AND MAPPING COMPETENCIES, SPECIFICALLY WITH REFERENCE TO THE SCMG (SUPPLY CHAIN MANAGEMENT GROUP) DEPARTMENT

**Dr. POOJA AINAPUR**  
**ASSOCIATE PROFESSOR (HUMAN RECOURSES)**  
**Dr. D. VEERENDRA HEGGADE INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**  
**DHARWAD**

**SAHER BANU SHAIKH**  
**STUDENT**  
**Dr. D. VEERENDRA HEGGADE INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**  
**DHARWAD**

### ABSTRACT

The practise of "competency mapping" helps people pinpoint and explain the skills and abilities things that are most crucial for accomplishment in a particular circumstance or career. Competency mapping is a tool used by organisations to assess how different employees' abilities come together to build the most effective teams and do the finest results. Therefore, competency mapping is beneficial to firms both in terms of internal growth and employee growth. The study's goal was to create a competency model that would aid in giving employees, managers, and organisations an edge in the market so that staff employees are aware of their performance gaps through competency mapping gaps and can address them in order to further their own development and the organisation as a whole, The study was conducted for the SCMG (Supply Chain Management Group) at one of the leading automobile component manufacturing companies in Jodalli, Karnataka, It was separated into 4 stages. Phase 1 concerns determining the skills required for a particular career or job, Phase 2 will involve a five-point scale to determine an individual's actual competencies, i.e. This scale of five points will additionally aid in identifying the requirement for training and development, In phase 3, the competence gaps must be found. This will help determine the necessary training and other enhancements, Phase 4 involves the training requirements, which will determine how many workers need training and how many training hours are required to fill skill gaps.

### KEYWORDS

SCMG, competency mapping, generic competency, competency model, specific competency, gap analysis.

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### 1. INTRODUCTION

It is procedure for evaluating a person's skills and degree of expertise necessary to carry out a specific task or role effectively. To do a job successfully, every position requires a specific set of skills, whether they be technical, managerial, or behavioural; these talents or abilities are referred to as competences. The competency approach encourages workers to acquire skills that may be applied in a variety of work settings. Employee development also emphasises building up employees' capacities to deal with organisational change.

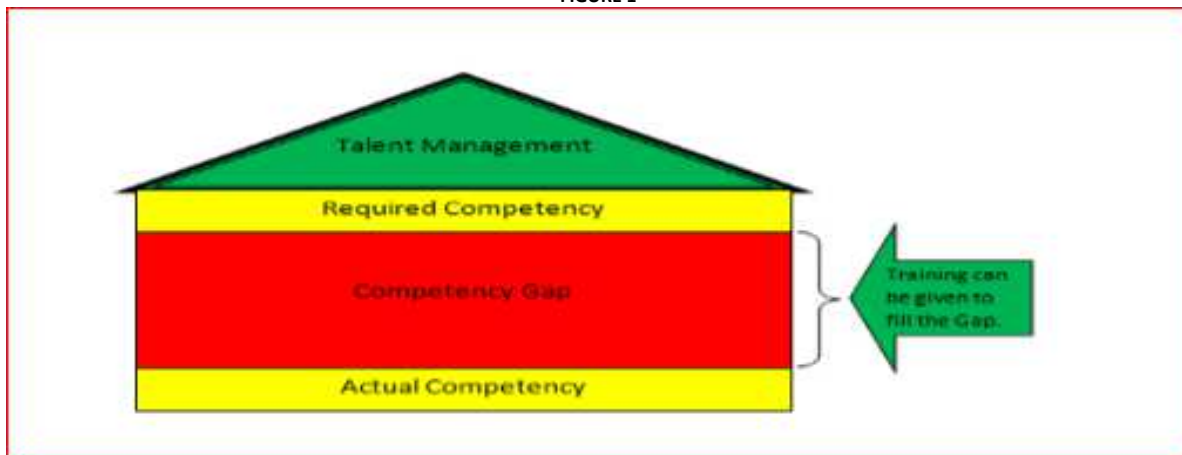
Ratings from competency assessments can be applied to the subsequent:

- Identification of Training Needs
- Planning for Manpower
- Retaining
- Planning for your career and succession
- Develop a strong sense of group cohesion
- Unprejudiced Comparison

### 2. THE GENERAL MAPPING COMPETENCE MODEL

The competency model shown below is the study's foundation.

FIGURE 1



### 3. THE STUDY COMPRISES FOUR STAGES.

1. Stage-1 is concerned with determining the Competencies required for a certain job or position.

2. Stage -2 is to use a five-point scale to assess a person's actual competencies
  - a. Expert; able to instruct/train others Level 4
  - b. Competent and capable of working independently Level 3
  - c. Competent but able to work with direction or support. Level 2
  - d. Aware Level 1
  - e. Not Applicable Level 0
3. This five-point scale will help in determining which areas need training and development.
4. Stage-3 is to identify where there are skills gaps. Determining the right training and other changes will be made easier with the help of this
5. Stage-4 determining the number of employees who need training and the number of training hours required to fill skill gaps requires identifying the training needs.

**4. STATEMENT OF THE PROBLEM**

Companies are working extremely hard to find qualified candidates and to help their current staff acquire the necessary skills in this world of fierce competition. **These are some of the few ways that companies can outperform one another in a market. Additionally, a business needs to pinpoint a group of core competencies that complement its key competitive advantages in the marketplace. Competency mapping is crucial in this situation.** The rising cost of employment is one of the main problems that businesses are currently facing. Along with this, there is pressure to scale back operations and manage with fewer personnel in order to boost productivity and efficiency. Companies are also becoming aware of the necessity of making sure qualified individuals are on hand to fill various crucial tasks. The capabilities required for the current job, the actual level of competencies, the competency gap between the required and real competencies, and the necessary training and development to close the gap may all be determined using the competency mapping approach. In order to give employees, managers, and organisations a competitive edge through competency mapping, a study was required. so that the employees are aware of their performance shortcomings and can address them in order to advance themselves and the organisation as a whole.

**5. OBJECTIVES OF THE STUDY**

- a) To examine the SCMG (Supply Chain Management Group) Department departments' job titles and descriptions.
- b) To explore the numerous skills, the staff has.
- c) To investigate the level of proficiency necessary for their present and expected jobs in the future
- d) To evaluate the gap between the necessary and actual skills.
- e) To determine the employees' training requirements to fill the gap.

**6. COMPETENCY MAP DESIGN**

**BOX 1**

Specific Competencies for SCMG department	Generic Competencies for all departments
EXIM Process	Team Work
Stores Management	Interpersonal Communication
Knowledge towards Inventory	Organizing Skills
Knowledge of Microsoft Excel	Leadership
Safety	Negotiation Skills

**7. METHODOLOGY**

Primary data were used in the investigation. However, when necessary, secondary data has also been employed. Information on employee competency was gathered via the company's records, direct encounters with employees, peers of their supervisor, and staff members of cross-functional divisions. The numerous criteria for qualities, abilities, and knowledge were created for this purpose in accordance with job roles, KRAs, and HR regulations that the department heads and HR departments approved.

Job descriptions for open vacancies are secondary data for competency mapping primary data includes input from department and functional heads; focused group discussions (FGD); and study and analysis of job descriptions to identify competencies should correctly translate to tasks and responsibilities and reflect the requirements of the job.

After mentioning the departments' competencies, they have been divided into two groups: general competencies and department-specific competencies. The collection of skills known as generic competences is constant across all departments and functions. While the given is a set of abilities known as competencies is one that is suited to a particular job or position in accordance with its criteria. The Supply Chain Management Group (SCMG) department is the one for which the study is being conducted. Charts, tables, and graphs were used in the analysis, and conclusions were produced as a result.

**8. ANALYSIS AND INTERPRETATION**

**GROUPING OF COMPETENCIES**

- a. Expert; able to instruct/train others Level 4
- b. Competent and capable of working independently Level 3
- c. Competent but able to work with direction or support. Level 2
- d. Aware Level 1
- e. Not Applicable Level 0

**General competencies that must be met across all departments: These are a set of competencies that apply to all departments and functions.**

The departments use the competences listed below.

1. Team Work
2. Interpersonal Communication
3. Organizing Skills
4. Leadership
5. Negotiation Skills

**Particular Competencies of SCMG (Supply Chain Management Group) Department**

1. EXIM Process
2. Stores Management
3. Knowledge towards Inventory
4. Knowledge of Microsoft Excel
5. Safety

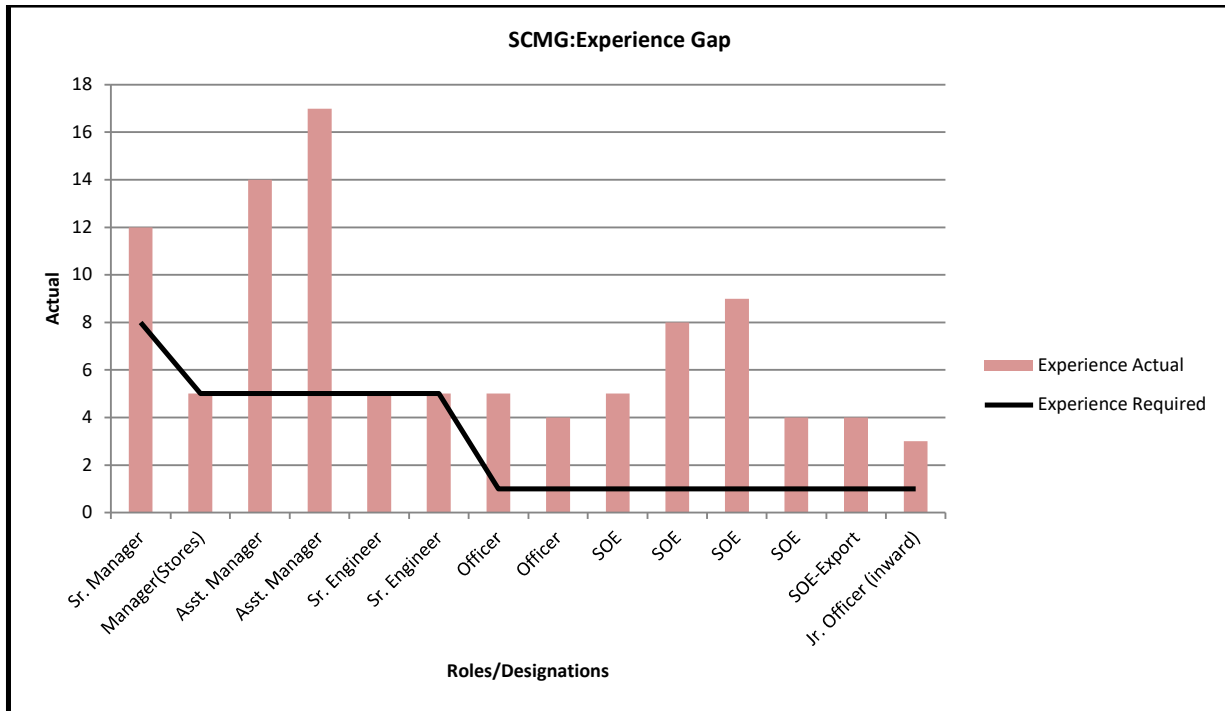
ROLES/DESIGNATIONS UNDER SCMG DEPARTMENT

TABLE 1

S. No.	Role/Designation
1	Sr. Manager
2	Manager(Stores)
3	Asst. Manager
4	Sr. Engineer
5	Officer
6	SOE
7	SOE-Export
8	Jr. Officer (inward)

The SCMG Department employs a total of fourteen people

GRAPH 1: ANALYSIS OF THE SCMG DEPARTMENT'S GAPS



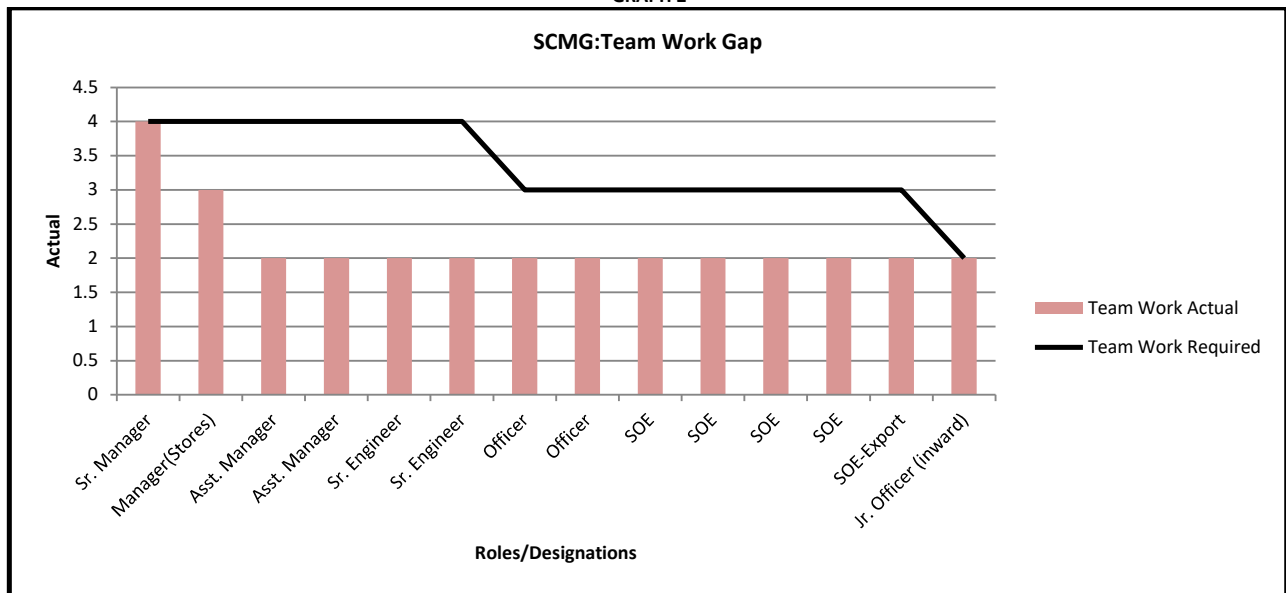
Experience in SCMG Department is more than the required.

TABLE 2

Role/Designation	Experience
Sr. Manager	-4
Manager(Stores)	0
Assistant Manager	-9
Assistant. Manager	-12
Senior Engineer	0
Senior Engineer	0
Officer	-4
Officer	-3
SOE	-4
SOE	-7
SOE	-8
SOE	-3
SOE-Export	-3
Jr. Officer (inward)	-2

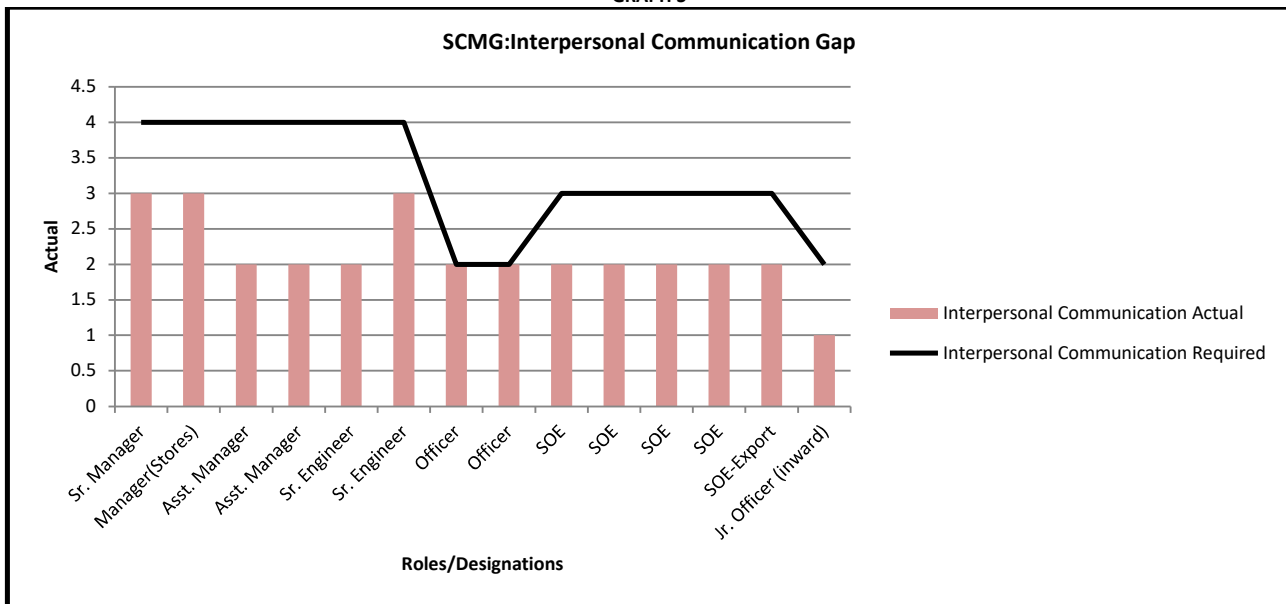
From the analysis of the above table it is very clear that the experience of the SCMG has no gap. As it is showing green signal.

GRAPH 2



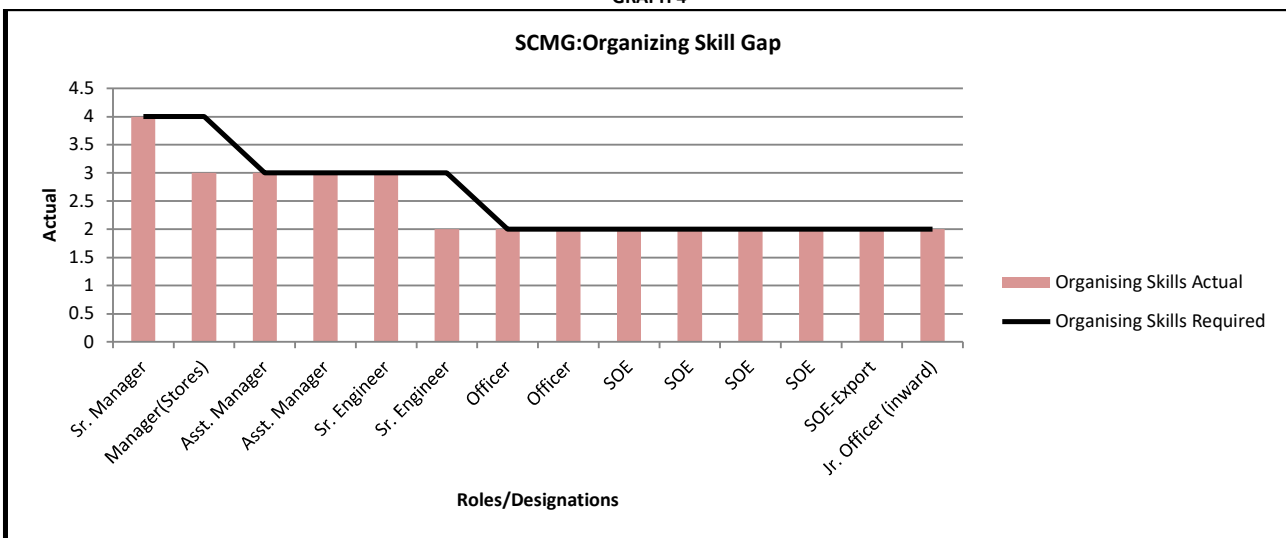
Four people in this department need training for Team Management

GRAPH 3



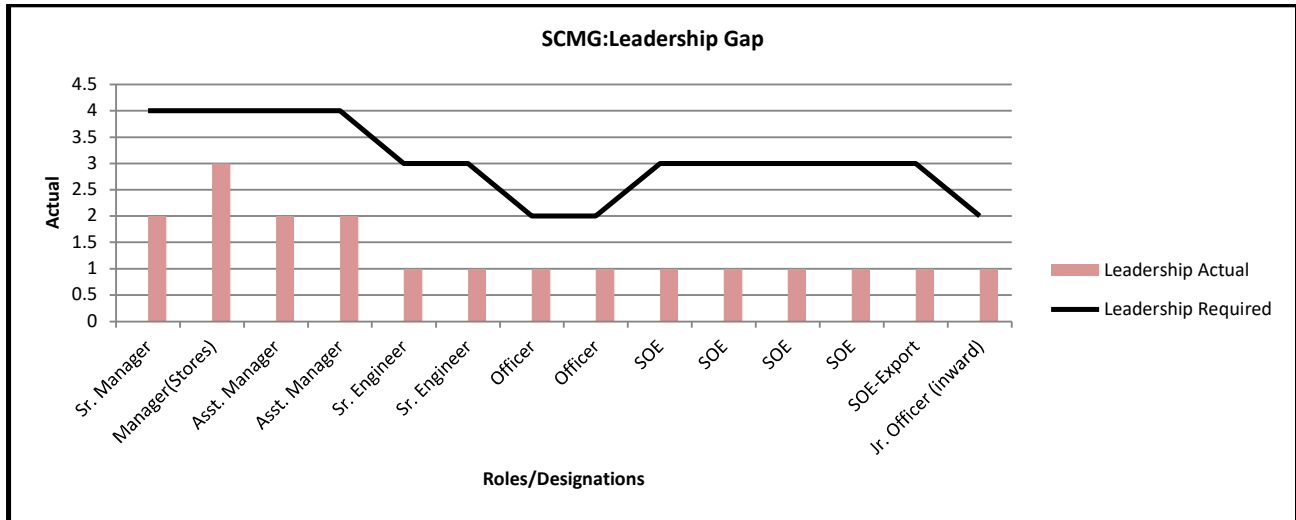
Regarding Interpersonal Communication only three persons need training.

GRAPH 4



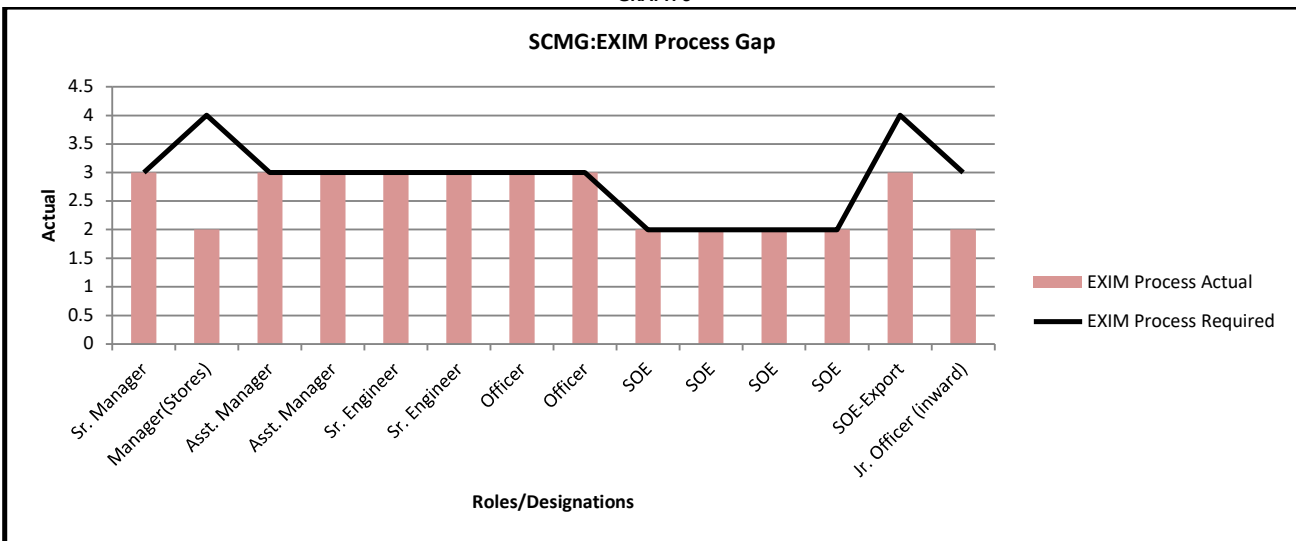
It is abundantly obvious from the aforementioned graph that the SCMG Department has excellent organising skills, only one person is having a gap of one point which doesn't need any training.

GRAPH 5



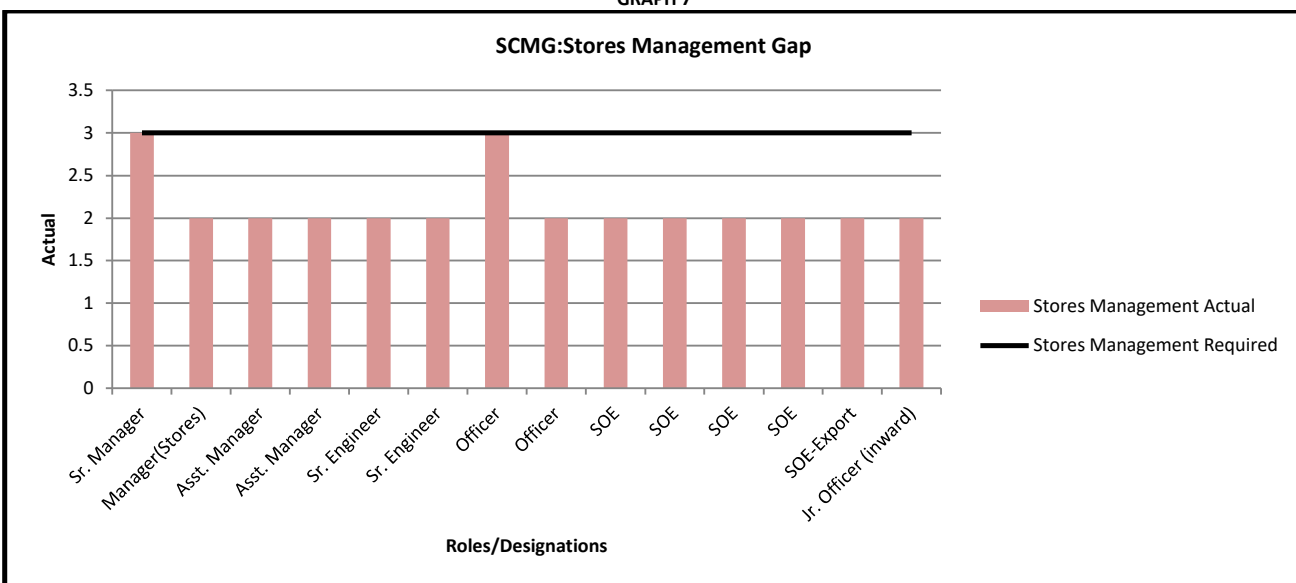
By observing the graph SCMG doesn't need any training program for the purpose negotiation skills. Only four people are having the gap which can be filled by experience.

GRAPH 6



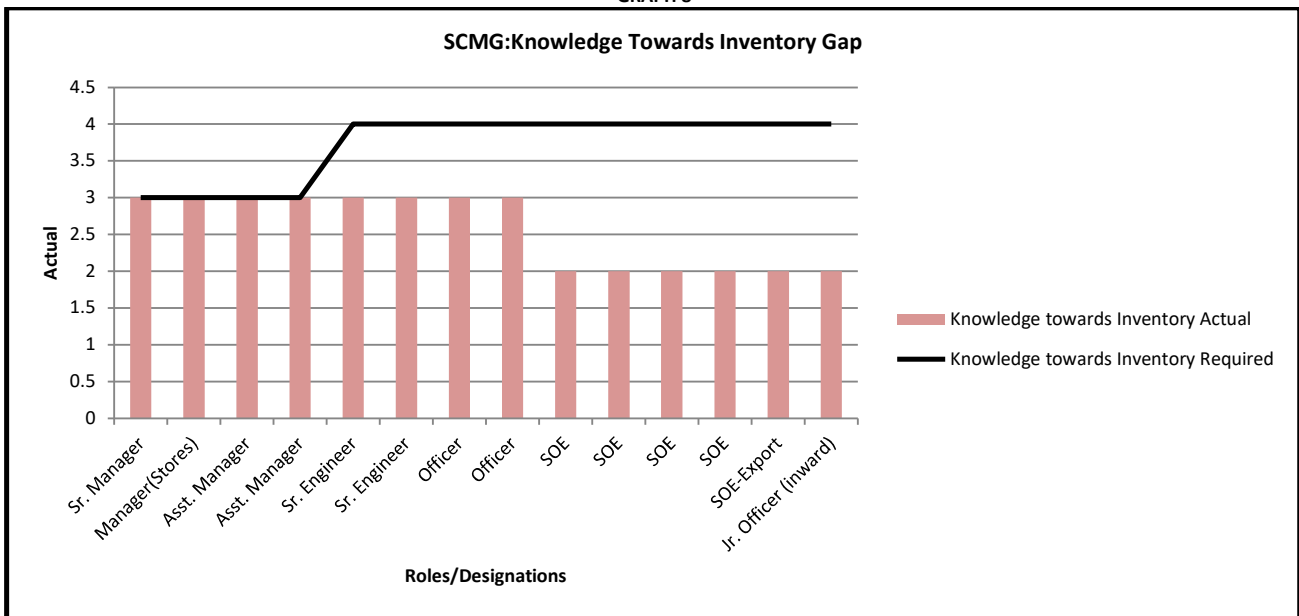
About EXIM Process only Manager (Stores) need training.

GRAPH 7



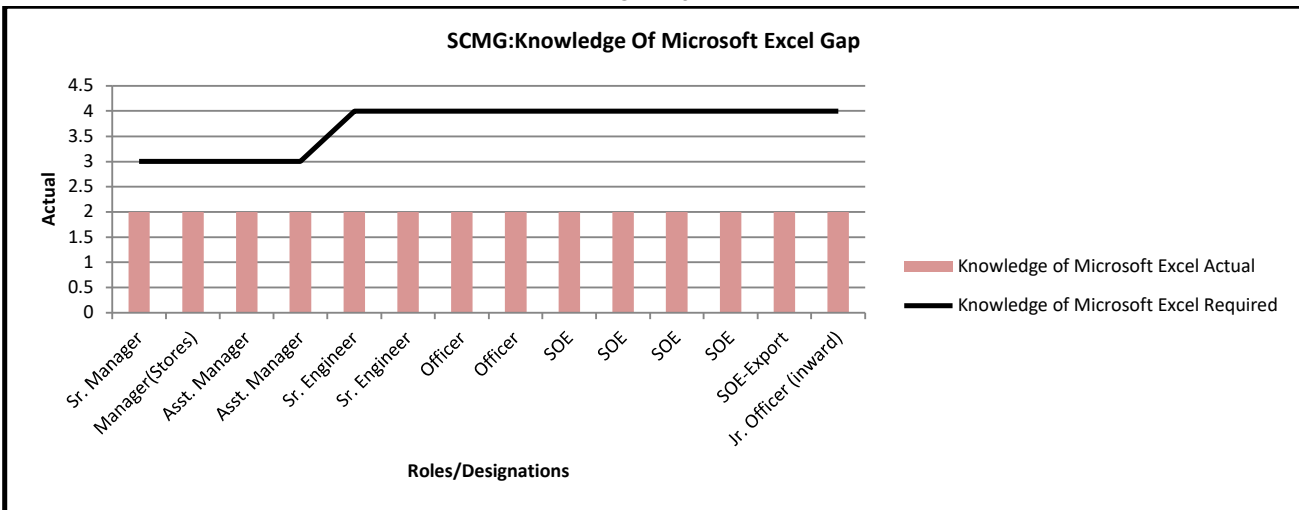
Regarding Stores Management the gap is quite acceptable and no one needs training.

GRAPH 8



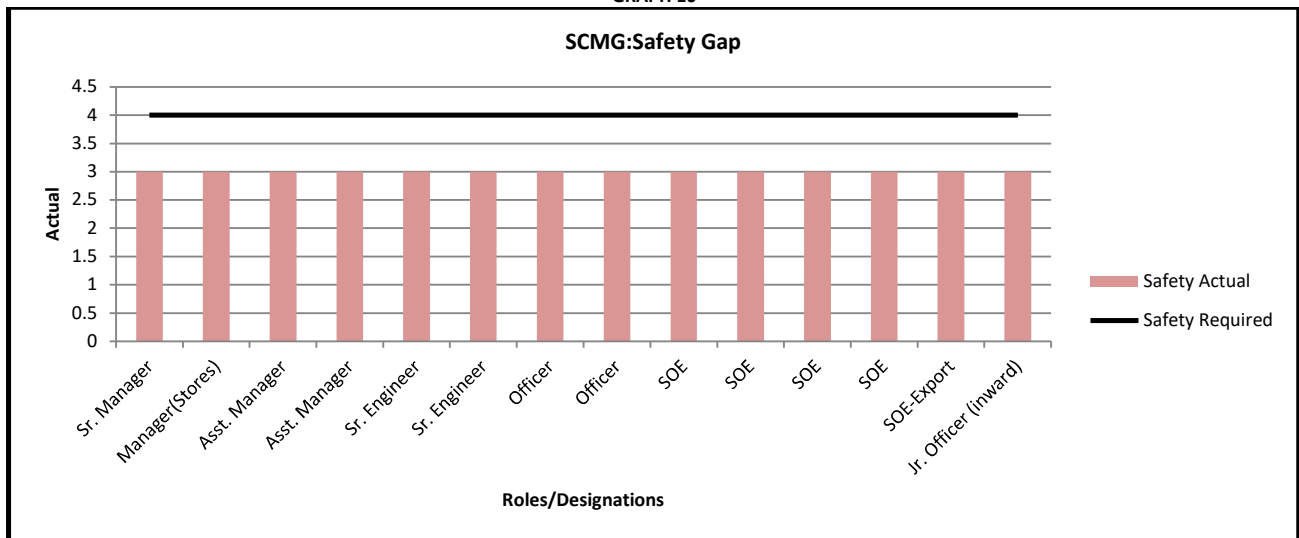
Knowledge towards Inventory has huge gap of more people. As ten people has gap in which six needs training.

GRAPH 9



The graph shows that everyone's knowledge of Excel varies. But the critical gap which needs training is for ten people who are needed to be trained on advanced Excel.

GRAPH 10



Safety has a gap among everyone. But it doesn't need any special care as the gap is much less among everyone.

GAPS ANALYSIS FOR ACTION PLANS

TABLE 3

Role/Designation	Team Work	Interpersonal Communication	Organizing Skills	Leadership	Negotiation Skills
Sr. Manager	0	1	0	2	1
Manager(Stores)	1	1	1	1	1
Asst. Manager	2	2	0	2	1
Asst. Manager	2	2	0	2	1
Senior Engineer	2	2	0	2	0
Senior Engineer	2	1	1	2	0
Officer	1	0	0	1	0
Officer	1	0	0	1	0
SOE	1	1	0	2	0
SOE	1	1	0	2	0
SOE	1	1	0	2	0
SOE	1	1	0	2	0
SOE-Export	1	1	0	2	0
Jr. Officer (inward)	0	1	0	1	0

	No gaps are indicated by the green box.
	Gaps of two or more points are indicated by a red colour box, and training is arranged for them and included in action plans.
	The colour yellow denotes One point's worth of space for which no training is planned. Experience and on-the-job training can be added.

The Gap in Generic Competencies of SCMG Department is shown in Table No. 3 above. The gap is shown by the numbers in the table. The gap in this department is not as much as it is in the other Department. But the number of people need training is more in this Department.

TABLE 4

Role/Designation	EXIM Process	Stores Management	Knowledge towards Inventory	Knowledge of Microsoft Excel	Safety
Sr. Manager	0	0	0	1	1
Manager(Stores)	2	1	0	1	1
Assistant Manager	0	1	0	1	1
Assistant Manager	0	1	0	1	1
Senior Engineer	0	1	1	2	1
Senior Engineer	0	1	1	2	1
Officer	0	0	1	2	1
Officer	0	1	1	2	1
SOE	0	1	2	2	1
SOE	0	1	2	2	1
SOE	0	1	2	2	1
SOE	0	1	2	2	1
SOE-Export	1	1	2	2	1

ACTION PLANS TO CLOSE CAPABILITY GAPS

TABLE 5

Competency Element	Training Subject Relevant to	No of Members
<b>Generic Competencies</b>		
Team Work	Team Management	4
Interpersonal Communication	Communication Skills	3
Leadership	Leadership Skills	10
<b>Specific Competencies</b>		
EXIM Process	EXIM Process and Documentation	1
Knowledge towards Inventory	Stores and Inventory Management	6
Knowledge of Microsoft Excel	Advanced Excel	10

SYSTEM OF SCORING THAT DETERMINES THE LEVEL OF COMPETENCY

A department's actual scores on one criteria were added up to a total score, which was then divided by the number of employees in that department, we were able to determine the average score, which enabled us to determine the typical value for each parameter.

The total average, which shows the departmental level under which they operate obtained by multiplying the total number of variables by the sum of the cumulative average scores.

SCORING SCALE

TABLE 6

Sl No	Actual Scores	Ranking	Level of Competency
1	>4	Very High	Level 4
2	3.9-3	High	Level 3
3	2.9-2	Moderate	Level 2
4	1.9-1	Low	Level 1
5	0.9-0	Very Low	Level 0

(Ainapur & Shaikh, 2021)

## ANALYZING GENERIC COMPETENCE

TABLE 7

Sl. No.	Parameters	Total Scores	No. of people	Average Score	Level
1	Team Work	31	14	2.22	Moderate
2	Interpersonal Communication	30	14	2.14	Moderate
3	Organizing Skills	34	14	2.43	Moderate
4	Leadership	19	14	1.36	Low
5	Negotiating Skill	34	14	2.43	Moderate
<b>Total Average Scores</b>				<b>10.58</b>	

## ANALYSIS OF A SPECIFIC COMPETENCY

TABLE 8

Sl. No.	Factors	Total	Employees	Average	Level
1	Team Work	36	14	2.57	Moderate
2	Interpersonal Communication	30	14	2.14	Moderate
3	Organizing Skills	36	14	2.57	Moderate
4	Leadership	28	14	2.00	Moderate
5	Negotiating Skill	42	14	3.00	High
<b>Total Average Scores</b>				<b>12.28</b>	

## COMPETENCY RATING

TABLE 9

Sl. No.	Capability	Collective Average Rating	No. of elements	Average Rating
1	Generic	10.58	5	<b>2.12</b>
2	Specific	12.28	5	<b>2.46</b>
<b>Combined Average</b>		<b>22.86</b>	<b>10</b>	<b>2.28</b>

The table demonstrates the "Moderate" level of Competence held by the SCMG Department.

## 9. CONCLUSION

Organizations map competencies to look at how different employees' abilities come together to create the most effective teams and produce the finest work.

Competency mapping was studied in SCMG (Supply Chain Management Group) the following conclusions have been drawn:

There are fourteen total members in this department. Most of them fall under Level 1, or Low, in terms of Generic Competency for Leadership and Level 2 (moderate) applies to other competencies. When it comes to specific competencies, this Department is at Level 2, or Moderate. and for Negotiation Skill it is High. The Combined Average Score falls under Level 2 i.e., moderate.

Training was required for Generic Competencies, according to an analysis of the overall scores of the Generic and Specific Competency on all parameters, especially Leadership skills and Advanced excel respectively.

Competencies serve as a competitive edge for every dynamic firm in today's cutthroat market. As a result, this study focused on understanding the various competencies, analysing the gaps between the real competencies, and identifying action plans to close the gaps.

The overall productivity of the SCMG (Supply Chain Management Group) department chosen for the study was also examined in order to understand the degree of competence in the department as well as on the many criteria chosen for the study.

Therefore, it was suggested that competency mapping be applied to the other departments as well in order to determine the organization's overall level of development.

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