

ANNEXURE

Competency Mapping Schedule

Annexure No. 1

Schedule for Strategic Business unit Head / Owner of organization

1. Name of the organization:
2. Name:
3. Designation:
4. Total experience:
5. Experience in this organization:
6. Educational qualification:

1. What is the workforce strength of your organization?
(Tick which one is appropriate)

Sr.No.	No. of Employees working in an organization	
1.	Less than 50	
2.	50 to 200	
3.	More than 200	

2. What procedures do you implementing in your organization to match the vision, objectives of organizations and output obtained from your employees?

3. Is your organization using 'Competency Mapping'?

YES NO

If NO then any similar procedure for analyzing or measuring competencies of employees?

4. When did you develop the competency framework and for how long you have been using it? What is the objective of competency mapping in your organization?

(Tick which one is appropriate)

Sr. No.	Competency mapping using period	
1.	Initiator (0 to 1 year)	
2.	2 to 5 years	
3.	More than 5 years	

5. How did you develop the model in-house or outsourced? If outsourced which consultancy did you employ?

In-house Outsourced

6. If, in-house who are the people involved in the process and how do you manage it? (Tick which are appropriate)

Sr. No.	Peoples involved in competency mapping development	
1.	Consultants	
2.	Higher Authorities in organization	
3.	Middle managers	
4.	Supervisors	
5.	Any other (Specify)	

7. How do you implement the process and at what level? (Tick which one is appropriate)

Sr. No.	Organizational levels involved in competency mapping implementation	
1.	From top to lower level	
2.	Only for lower level or workers(Skill matrix)	
4.	Any other(Specify)	

8. What techniques do you use in information gathering?

9. What approach and model have you used in developing the framework?

10. What are the other processes employed for competency mapping? What do you call that processes in your organization?

Please give more details on the following.

11. What are the competencies you expect from: production Engineers?

Sr. No.	Competencies	Required Level of Competency		
		Must	Tolerable	Supplementary
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

(If you need extra space for writing competencies, you can go to Annexure for that extra space)

12. What are the competencies required for different major functions and different levels of production?

Functions- Vertical, Levels- Horizontal	Level -1 (e.g.-Junior)	Level-2 (e.g.-middle level)	Level-3	Level - 4
Function-1 (e.g.Production)				
Function-2				
Function-3				

(If you need extra space, you can go to Annexure for that extra space)

13. Are these competencies defined?

YES NO

If YES-Then, may I have the definitions for all these competencies?

If NO- Then how do you measure/asses all these competencies?

Ans. -----

14. How you overcome the problems occurred in competency framework?

15. Which are the other HR processes where you use competency framework?

E.g. Competency based selection or any other

Ans. -----

Annexure-1**Extra space for the competencies at organizational level**

Sr. No.	Competencies	Required Level of Competency		
		Must	Tolerable	Supplementary

Annexure-2**Extra space for the competencies needed for different functions of production-**

Sr. No.	Name of the Function	Competencies
1.		
2.		
3.		
4.		
5.		

Annexure No.2

Schedule for Head of Engineering / Production / Human Resource Management

1. Name of organization:
2. Name:
3. Department :
4. Educational qualification:
5. Total work experience:
6. Duration in this organization:

Questions

1. What are the generic competencies you seek from your engineers at organizational level? (Differentiate that competencies according to its requirement level) [Note: An indicative lists of competencies are given on the last page for your convenience]

Ans-

Sr. No.	Competencies	Required Level of Competency		
		Must	Tolerable	Supplementary
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				

(If you need extra space for writing competencies, you can go to Annexure for that extra space)

2. What all are the competencies required for performing production functional area?
(Please write them as shown in the box. For your convenience you can write Sr. No. of competencies also)

Ans-

Sr. No.	Name of the Functions	Competencies
1.	e.g.-production	
2.		
3.		
4.		
5.		
6.		
7.		
8.		

(If you need extra space, you can go to Annexure for that extra space)

OR

What are the competencies required for different major sub- functions of production and different levels? (Please write them as shown in the box. For your convenience you can write Sl. No also)

Ans-

Functions- Vertical, Levels- Horizontal	Level -1 (e.g.-Junior)	Level-2 (e.g.-middle level)	Level-3	Level-4
Function-1 (e.g.) Production				

(If you need extra space, you can go to Annexure for that extra space)

3. How do you assess/measure all these competencies?

Ans.-----

4. Are you facing any barriers during this process? What are the reasons according to you?

Ans. -----

5. Do you use rating scale? (please tick the appropriate one)

YES NO

6. May I have the various ratings definitions?

Ans.-----

7. If you use a rating scale -Then, how do you align the competencies with your appraisal process?

Ans. -----

8. Can I have a look at your appraisal forms? (Please attach one copy of Performance Appraisal form) You may please note that most companies have the Appraisal Form in various sections or parts. Usually E.g.

Part A-is where KRAs (Key Result Area) or Objectives used to be defined.
Part B-is where details about competencies used to be defined.

9. Can you list some generic KRAs from your appraisal form for a few sample roles?

Ans. -----

10. Is each KRA/ Objective further defined for each rating?

E.g. Excellent – Production will increase by more than **35%** over current production

Very Good – Production will increase by more than **25%** over current Production

Good - Production will increase by more than **15%** over current production and
 (Please tick the appropriate one)

YES NO

11. If NO -Then, how do you rate them?

Ans-----

12. What are the earnings while implementing this process? Is there anything you would like to change about the process?

Ans -----

13. What kind of Training and Development do you give if you find an employee isn't upto the mark with the predetermined competency levels?

E.g. Behavioral Training, Technical Training or Individual Training Programs

Ans-----

14. Can you list some of training measure you follow, if you find some gap about various predetermined competencies?

(Please write them as shown in the box.)

Competencies to be improved	Training Measures
e.g. Personality	Counseling on certain issues, personal training, Refresher program etc.

(If you need extra space, you can go to Annexure for that extra space)