A SUMMER PROJECT REPORT

ON

**"COMPETENCY MATRIX AS A TOOL FOR ORGANIZATIONAL DEVELOPMENT**
**AT MA FOI CONSULTING SOLUTIONS LIMITED"**

*Submitted to*

**Ma Foi Consulting Solutions Ltd.**

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(A division of

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2009-11 Batch

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BIMTECH
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*Corporate Guide*                    *Academic Guide*

Ms. J. Janany                      Prof. R. J. Masilamani

# *Summer Project Certificate*

This is to certify that Ms. J. Mathangi Roll No. 09 DM 046 a student of PGDM has worked on a summer project titled "Competency Matrix as a tool for Organizational Development at Ma Foi Consulting Solutions Ltd." after Trimester-III in partial fulfillment of the requirement for the Post Graduate Diploma in Management programme. This is her original work to the best of my knowledge.

Date: 28. 06. 10                                            Signature _____

(R. J. Masilamani)

BIMTECH SEAL

# ma foi ⚹ randstad

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Date: 01. 06. 10                                      Signature _____

                                                              ( J. Janany )

Seal:

# ACKNOWLEDGEMENTS

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# 1. EXECUTIVE SUMMARY

With many ways to evaluate performance of employees in an organization, Competency mapping technique seems to have found a special place for itself. Studies have confirmed that competency approach is a better indicator of job performance than aptitude tests and scholastic grades. Having these results in hand, organizations have understood the need and importance of following a competency approach in all aspects of Human Resources.

My project on competency matrix is about identifying the competencies required for the various designations at Ma Foi Consulting Solutions Ltd. The purpose lies in using this data for Recruitment & Selection, Training and Development, Performance Appraisal, Promotion and in total, Self Development. The crux of the project is in identifying the requirements (in terms of competencies) for various designations so as to use this as a foundation document all along a person's career path. The end result, as I see it, is not a competency matrix as such, but a tool that shows the way towards Organizational Development.

This study on "Competency Matrix as a tool for Organizational development" is an attempt towards understanding concepts in the area of Human Resources so as to be able to build a system based on it for the purpose of Organizational Development.

## 2. INTRODUCTION

### 2.1 Service Sector

Service sector is the lifeline for the social economic growth of a country. It is today the largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. The real reason for the growth of the service sector is due to the increase in urbanization, privatization and more demand for intermediate and final consumer services. Availability of quality services is vital for the well being of the economy. In advanced economies the growth in the primary and secondary sectors are directly dependent on the growth of services like banking, insurance, trade, commerce, entertainment etc.

### 2.2 Indian Service Sector

Service Sector in India today accounts for more than half of India's GDP. According to data for the financial year 2006-2007, the share of services, industry, and agriculture in India's GDP is 55.1 per cent, 26.4 per cent, and 18.5 per cent respectively. The fact that the service sector now accounts for more than half the GDP marks a watershed in the evolution of the Indian economy and takes it closer to the fundamentals of a developed economy.

Services or the "tertiary sector" of the economy covers a wide gamut of activities like trading, banking & finance, infotainment, real estate, transportation, security, management & technical consultancy among several others. The various sectors that combine together to constitute service industry in India are:

- Trade
- Hotels and Restaurants
- Railways
- Other Transport & Storage
- Communication (Post, Telecom)

- Banking
- Insurance
- Dwellings, Real Estate
- Business Services
- Public Administration; Defence
- Personal Services
- Community Services
- Other Services

There was marked acceleration in services sector growth in the eighties and nineties, especially in the nineties. While the share of services in India's GDP increased by 21 per cent points in the 50 years between 1950 and 2000, nearly 40 per cent of that increase was concentrated in the nineties. While almost all service sectors participated in this boom, growth was fastest in communications, banking, hotels and restaurants, community services, trade and business services. One of the reasons for the sudden growth in the services sector in India in the nineties was the liberalization in the regulatory framework that gave rise to innovation and higher exports from the services sector.

## 2.3 Ma Foi Randstad

### 2.3.1 About ma foi

Ma Foi, which has been a part of Vedior since 2004, is an international HR service provider servicing world class companies across the globe. With the merger of Randstad and Vedior, Ma Foi has become a part of the 2$^{nd}$ largest HR Services Company in the world. By joining forces, Randstad & Vedior have a larger candidate base to select from, a more balanced geographical spread throughout 53 countries and a wider service offering.

Ma Foi was started in 1992, with an aim to grow into a one stop shop for all HR requirements for clients worldwide. It has helped generate career opportunities for more than 245,857 individuals in 36 countries and has worked for over 204 Fortune 500 organizations.

Ma Foi offers the broadest HR service portfolio from Executive Search, Staffing, Consulting and Outsourcing to Automation and Training. The organization has strong global presence across Europe, US, Middle East, South and Southeast Asia. A global network of 95 offices across 10 countries gives Ma Foi an enormous reach and wide coverage. In 2008, Ma Foi generated revenue of Rs. 783 crores, reflecting a compounded annual growth rate of 71% over the last 17 years.

### 2.3.2 About randstad

Randstad specializes in solutions in the field of flexible work and human resources services. Our services range from regular temporary staffing and permanent placement to in-house, professionals, search & selection, and HR Solutions. Since acquiring Vedior in 2008, the Randstad Group is the second largest HR services provider in the world with major positions in Australia, Belgium, Canada, France, Germany, India, Luxembourg, the Netherlands, Spain, Switzerland, Poland, Portugal, and the southeastern United States. Randstad has over 28,000 employees working from 4,300 branches and inhouse locations in 53 countries around the world. Randstad and Vedior generated combined revenue of € 17 billion in 2008. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding NV listed on the NYSE, Euronext Amsterdam exchange, where options for stocks in Randstad are also traded.

### 2.3.3 Milestones in the history of ma foi

2010
• Origin HR and Randstad Staffing in the UK have been ranked in the 'Top 100 Best Companies to Work for'. Randstad Mexico has received a seal of approval by CEMEFI as one of the leading companies in CSR.
• Randstad has been ranked silver on the Dow Jones Sustainability Indexes for the sixth consecutive year. These indexes track the financial performance of sustainability-driven companies worldwide.
• Minvesta Infotech Limited has been accredited for its payroll software by Her Majesty's Revenue and Customs (HRMC) in the UK.

2009

• EmmayHR integrates with Ma Foi.

• M-Payroll -Software from Minvesta wins Accreditation from HMRC, UK.

2008

• Ma Foi becomes a part of Randstad, the 2nd largest HR Company in the world.

• Takes over the management responsibilities of Team4U, a staffing company that focuses on mass customization business.

• Ma Foi wins the Asia Pacific Quality Award.

2007

• Ma Foi wins the prestigious certificate for 'Strong Commitment to Excellence' from CII-EXIM Business Excellence Award.

• Geographic expansion continues by entering markets in China, Thailand and Hong Kong.

2006

• Strategic diversification into IT, through a wholly owned subsidiary - Minvesta Infotech Ltd.

• Ma Foi Academy merges with Staffing Solutions Business.

2005

• Merger of consulting & outsourcing businesses to form a separate subsidiary - Ma Foi Consulting Solutions Ltd.

• Spin-off of the executive search Business - Ma Foi Global Search Services Ltd. is launched.

2004

• Ma Foi becomes a part of Vedior - World's largest specialist staffing major.

• Launch of Ma Foi Academy - the career training business of Ma Foi.

• Deputee strength hits 10000. Ma Foi emerges as the leader in flexi staffing business in India.

• Release of first Ma Foi Employment Trends Survey (MEtS).

2003

• Further expansion within India through Franchisee network.

2002

• Flexi staff grows over 5000.

2001

• Foray into the international market.

2000

• ISO Certification.

1998

• Expansion of service portfolio to HR outsourcing.

• Executive Search emerges as a separate business unit.

• First Bonus Issue.

1996

• Crosses a turnover of INR 0.1 Billion. Expansion to multiple locations within India by setting up offices.

1994

• Transition from Private Limited to Public Limited company.

1992

• Inception of Ma Foi with a starting capital of INR 60,000 and a big dream to grow into a world class HR service provider.

*2.3.4 Ma foi's services*

- **Search**

Ma Foi's understanding of cultural sensitivities, market knowledge and powerful networking skills enable us to provide world class talent across all industry segments. In their executive search process, stress is laid on culture-fit as the right sync helps in longer retention and higher business productivity.

Ma Foi Randstad's Search service also provides interim management, an exclusive service that helps fill unexpected but immediate gaps in senior management and also helps find the best temp leadership to manage crucial projects. They provide interim managers who posses rich leadership experience and move into challenging roles swiftly and comfortably.

- **Selection**

Ma Foi Randstad works with over 1500 companies - Fortune 500s, large global corporations, multi nationals, small and medium enterprises, and companies who look at establishing themselves in the emerging markets. As the largest recruitment specialists in India they bring expertise that helps identify the best talent for client organizations. Their selection and recruitment processes are an amalgamation of scientific approach and good people skills. As they understand that their client's time is valuable, they do not bombard them with irrelevant profiles. Candidates are put through stringent psychometric assessment tests that help to analyze their personality. This ensures that they get only the best candidates to attend interviews. By getting the right candidate for the client's organization who matches their management style and work culture, ma foi reduces the attrition rate of your company, thus bringing down the cost of frequent recruitment considerably.

Ma Foi Randstad also offers you Specialist Staffing when you need people with specialist skills for specific projects or to carry out job that is highly niche.

It also offers well researched, highly standardized and renowned assessment tests to measure sensitivity, memory, intelligence, aptitude and personality of a candidate, employee, student or any individual. The Assessment Tests assist in recruitment, assessing leadership skills, identifying employees for promotion and self assessment.

Ma Foi Randstad provides a comprehensive suite of assessment tools that aids employers, employees and individuals achieve greater productivity. Their state of the art ability and personality assessment tests can evaluate sensitivity, memory, intelligence, aptitude and personality of a person.

- **Staffing**

Ma Foi Randstad provides Flexi staff across a range of skill-sets across many locations in the country for a variety of industry sectors. Having a dedicated team of consultants operating across the country and with experience of having pioneered this concept in India, they deliver value on a sustained basis. General Staffing apart, Ma Foi offers Inhouse services where an Account specialist and team operates out of the customer's office and they do everything for that client – for the line managers of the client's organization and all the temp staff of Ma Foi Randstad working there; they bring in higher efficiency in staffing and increase productivity.

- **Consulting**

Ma Foi Randstad specializes in developing customized suite of HR consulting solutions based on the operational models of the client's organization. With a special focus on small and medium enterprises, they bring practical, results-driven HR practices to business that helps retain people, improve business productivity and performance of employees. End to end HR solutions that are tailor made to suit every unique business need are designed to be cost efficient.

- **Outsourcing**

Ma Foi Randstad's Outsourcing service helps organizations focus on their core processes by handling all the backend processes in an efficient and time-bound manner. It offers strategic outsourcing solutions that give access to intellectual capital which may not available in-house. It helps small firms with access to the same economies of scale, efficiency, and expertise that large companies enjoy. Their outsourcing solutions include: payroll process outsourcing, recruitment back office and statutory compliance outsourcing solutions.

Benefits of Outsourcing are:

- o Saves time and money: Outsourcing solutions help to make significant saving in terms of time, effort, infrastructure and manpower.

o Access to expert and skilled services: There is an advantage of flexibility to outsource a function or business process that is a core competency of the client.

o Faster delivery: Since Ma Foi Randstad can provide faster deliverables; it in turn improves delivery time to customers.

o Time zone advantages: Outsourcing to Ma Foi Randstad has a time zone advantage. Their 365x24x7 gives your business a competitive advantage.

- **Training**

Ma Foi Randstad's Training service provides globally benchmarked training support to four diverse groups of stakeholders:

o college students and fresh graduates

o working professionals

o corporate houses

o Government agencies and NGOs

Customized training modules, programs and courseware based on the need of improvement and learning is offered. Psychometric and ability tests for students, working executives and organizations are also offered.

## 2.4 Competency Matrix

### 2.4.1 Definitions

The foundation to understanding a competency matrix lies in differentiating the words- Trait, Skill, Competence and Competency.

Trait is a natural characteristic; a distinguishing feature; genetically determined.

Skill is the know-how acquired as knowledge in that area.

Competence is the capacity/ ability to reach superior performance.

Competency, in terms of skill, is skill when applied at workplace.

Competency, in terms of competence, is behavioural characteristics required to reach a competent level.

And now to define competency in the simplest way,

"Competency for a job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of his internal as well as external customers and stake holders."

### 2.4.2 Competency

It has been a general observation that hard work, sincerity, knowledge, intelligence alone does not make a person star performer in his profession. There are other factors that help an individual to exceed in his job/ profession. All of us have noticed during school days, that the top scorer of a class is not always the most intelligent or the most hardworking student of the class. It has been observed that top scorers from objective type of tests are not able to hold their rank in descriptive type of tests. Similarly, a good runner is not always a good hockey player, as every game or sport needs different set of physical or mental set of qualities to excel. Thus, set of human qualities and /or attributes that make a person a star performer for a particular activity defines the competency for that activity.

Good managers are generally aware about different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates. Organizational psychologists have studies and refined this understanding and converted it into a structured and formal process, thus making it available for business application.

In Organizational and business context, competency required for a particular job depends on many factors. The factors include social culture, nature of business, business environment, organizational culture, work environment, organizational structure, duties and responsibilities, nature of processes and assigned activities, attitude and motives of colleagues, superior and subordinates. Some of these factors may change with time, and thus changing competency requirements for the same job position in the organization.

Competency for any job position at a particular time is a unique set and as organization has many different job positions, and hence managing many such sets is a difficult task.

### 2.4.3 Competency matrix

This is a matrix defining the competencies required and corresponding proficiency levels for each level across all departments in the organization. This matrix is the first step towards a competency mapping exercise. In this project, I stop at the stage of forming a competency matrix for the different divisions in Ma Foi Consulting Solutions Ltd. However, it is the duty of the organization to take this project a step ahead and use the results so obtained for the competency mapping exercise for all the employees of the organization.

### 2.4.4 Methods of competency mapping

It is not easy to identify all the competencies required to fulfill the job requirements. However, a number of methods and approaches have been developed and successfully tried out. These methods have helped managers to a large extent, to identify and reinforce and/or develop these competencies both for the growth of the individual and the growth of the organization. In the following section, some major approaches of competency mapping have been presented.

- **Assessment Centre**

"Assessment Centre" is a mechanism to identify the potential for growth. It is a procedure (not location) that uses a variety of techniques to evaluate employees for manpower purpose and decisions. It was initiated by American Telephone and Telegraph Company in 1960 for line personnel being considered for promotion to supervisory positions. An essential feature of the assessment center is the use of situational test to observe specific job behavior. Since it is with reference to a job, elements related to the job are simulated through a variety of tests. The assessors observe the behavior and make independent evaluation of what they have observed, which results in identifying strengths and weaknesses of the attributes being studied. It is, however, worth remembering that there is a large body of academic research which suggests that the assessment centre is probably one of the most valid predictors of performance in a job and, if correctly structured, is probably one of the fairest and most objective means of gathering information upon which a selection decision can be based. From the candidate's perspective it is

important to be natural and to be oneself when faced with an assessment centre, remembering always that you can only be assessed on what you have done and what the assessors can observe. Assessment Centre comprises a number of exercises or simulations which have been designed to replicate the tasks and demands of the job. These exercises or simulations will have been designed in such a way that candidates can undertake them both singly and together and they will be observed by assessors while they are doing the exercises.

The main types of exercises are presented below. Most organizations use a combination of them to assess the strengths, weaknesses and potential of employees. These exercises include:

- Group Discussions
- In Tray Technique
- Interview Simulations/Role Plays
- Case Studies / Analysis Exercises


- **Critical Incidents Technique**

It is difficult to define critical incident except to say that it can contribute to the growth and decay of a system. Perhaps one way to understand the concept would be to examine what it does. Despite numerous variations in procedures for gathering and analyzing critical incidents researchers and practitioners agree the critical incidents technique can be described *as* a set of procedures for systematically identifying behaviours that contribute to success or failure of individuals or organizations in specific situations. First of all, a list of good and bad on the job behaviour is prepared for each job. A few judges are asked to rate how good and how bad is good and bad behaviour, respectively. Based on these ratings a check-list of good and bad behaviour is prepared. The next task is to train supervisors in taking notes on critical incidents or outstanding examples of success or failure of the subordinates in meeting the job requirements. The incidents are immediately noted down by the supervisor as he observes them. Very often, the employee concerned is also involved in discussions with his supervisor before the incidents are recorded, particularly when an unfavourable incident is being recorded, thus facilitating the employee to come out with his side of the story.

The objective of immediately recording the critical incidents is to improve the supervisor's ability as an observer and also to reduce the common tendency to rely on recall and hence attendant distortions in the incidents. Thus, a balance-sheet for each employee is generated

which can be used at the end of the year to see how well the employee has performed. Besides being objective a definite advantage of this technique is that it identifies areas where counseling may be useful. In real world of task performance, users are perhaps in the best position to recognize critical incidents caused by usability problems and design flaws in the user interface. Critical Incidents Technique is useful for obtaining in-depth data about a particular role or set of tasks. It is extremely useful to obtain detailed feedback on a design option. It involves the following three steps:

Step 1: Gathering facts

Step 2: Content analysis.

Step 3: Creating feedback

- **Interview Techniques Competency Mapping**

Almost every organization uses an interview in some shape or form, as part of competency mapping. Enormous amounts of research have been conducted into interviews and numerous books have been written on the subject. There are, however, a few general guidelines, the observation of which should aid the use of an interview for competency mapping. The interview consists of interaction between interviewer and applicant. If handled properly, it can be a powerful technique in achieving accurate information and getting access to material otherwise unavailable. If the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication. Since the interview is one of the most commonly used personal contact methods, great care has to be taken before, during and after the interview.

- **Questionnaires**

Questionnaires are written lists of questions that users fill out questionnaire and return. You begin by formulating questions about your product based on the type of information you want to know. The questionnaire sources below provide more information on designing effective questions. This technique can be used at any stage of development, depending on the questions that are asked in the questionnaire. Often, questionnaires are used after products are shipped to assess customer satisfaction with the product. Such questionnaires often identify usability issues that should have been caught in-house before the product was released to the market.

- **Psychometric Tests**

Many organizations use some form of psychometric assessment as a part of their selection process. For some people this is a prospect about which there is a natural and understandable wariness of the unknown. A psychometric test is a standardized objective measure of a sample of behavior. It is standardized because the procedure of administering the test, the environment in which the test is taken, and the method of calculating individual scores are uniformly applied. It is objective because a good test measures the individual differences in an unbiased scientific method without the interference of human factors. Most of these tests are time bound and have a correct answer. A person's score is calculated on the basis of correct answers. Most tests could be classified in two broad categories: Aptitude Tests and Achievement Tests.

## *2.4.5 Uses of competency approach*

Competency approach is a foundation upon which to build a variety of human resource development initiatives. This adaptable, flexible, and scalable tool has been used for the following benefits to the organization:

- Provides a systematic approach to planning training
- Customizes training delivery to the individual or organization
- Evaluates suitability of training programs to promote job competence
- Provides employees with a detailed job description
- Develops job advertisements
- Helps in personnel selection
- Assists in performance appraisals
- Targets training to skills that require development
- Gives credit for prior knowledge and experience
- Focuses on performance improvement
- Promotes ongoing employee performance development
- Identifies employee readiness for promotion
- Guides career development of employees
- Develops modular training curriculum that can be clustered as needed
- Develops learning programmes

### *2.4.6 Benefits of competency approach*

There are different approaches to competency analysis. While some competency studies take months to complete and result in vague statements that have little relevance to people in the organization but if done well they provide the following benefits to the organizations:

- Increased productivity
- Improved work performance
- Training that is focused on organizational objectives
- Employees know up front what is expected of them
- Employees are empowered to become partners in their own performance development
- The approach builds trust between employees and managers

One of the strong points of this approach is that it requires interaction between the employer and the employee. The job analysis is a catalyst to meaningful discussion of job performance because the employer and employee have a common understanding of expectations. This is due to the explicit nature of the competency statements pertaining to the job. The fact that the employee conducts a self-appraisal of performance and the employer must confirm this assessment requires a counseling type of interaction to take place. The growth plan requires input from the employer and the employee for its development and follow-up.

### 3. REVIEW OF LITERATURE

David McClelland, the famous Harvard Psychologist was the pioneer in the competency movement across the world. His classic books on "Talent and Society", "Achievement Motive", "The Achieving Society", "Motivating Economic Achievement" and "Power the Inner Experience" brought out several new dimensions of the competencies in man. These competencies exposed by McClelland dealt with the affective domain in Bloom's terminology. The turning point for competency movement was when the article titled "Testing for Competence rather than intelligence" was published in American Psychologist in 1973 by McClelland where in he presented data that traditional achievement and intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure them using a variety of tests. McClelland argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance. Instead, McClelland proposed testing for competency. This article combined with the work done by Douglas Brey and his associates at AT&T in the US where in they presented evidence that competencies can be assessed through assessment centers an on the job success can be predicted to some extent by the same has laid foundation for popularization of the competency movement.

Competency-based approaches gained popularity and acceptance within the human resources community through the work of McClelland and his associates, particularly Richard Boyatzis, at McBer and Company (which is now part of the Hay Group). Boyatzis is credited with popularizing the term in his book "The Competent Manager". Boyatzis suggested that a competency was a combination of a motive, trait, skill, aspect of one's self-image or social role, or a body of relevant knowledge. In other words, a competency is any characteristic of an individual that might be related to successful Performance. Boyatzis' definition of competency left much room for debate over its application to performance.

At McBer which is a consulting firm founded by David McClelland and his associate Berlew, specialized in mapping the competencies of entrepreneurs and managers across the world. They

even developed a new and yet simple methodology called the Behavior Event Interviewing (BEI) to map the competencies.

Klein offered one more definition which deviate the most from the others by suggesting that competencies are a collection of observable behaviours, or Behavioral indicators. These Behavioral indicators are grouped according to a central theme, which then becomes the competency. Klein suggests that the behaviours underlie the competency; this is contrary to other definitions which suggest that competencies underlie behaviours.

Woodruff raised the issue of distinguishing between competence and competency and proposed that competence is a performance criterion while competencies are the behaviours driving the competence.

More recently, Rowe raised the same issue and discusses competence in terms of a skill and a standard of performance and defines competency as the behaviour needed to achieve competence. This is similar to Klein's argument that competencies are not psychological constructs but thematic groups of demonstrated observable behaviours that discriminate between superior and average performance. These behaviours require no inference, assumptions, or interpretation.

Zemke's comments at that time on the definition of competency remain valid today: Competency, competencies, competency models, and competency-based training are Humpty Dumpty words meaning only what the definer want them to mean. The problem comes not from malice, stupidity or marketing avarice, but instead from some basic procedural and philosophical differences among those racing to define and develop the concept and to set the model for the way the rest of us will use competencies in our day-today efforts."

With increased focus on the limitations in performance appraisal systems in predicting future performance potential of employees, the assessment centers started to gain popularity. Even as early as 1975, the setting up an Assessment center was in integral part of the HRD plan for L&T

as per the suggestion given by IIMA professors. Though, L&T did competency mapping, they could not start assessment centers until much later as it was not perceived as a priority area.

And finally, according to Thomas Gilbert's definition of competence is the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organizational goals.

My work then is to help Ma Foi Consulting Solutions Ltd. figure out the competencies required to most efficiently and effectively achieve their organizational goals. I call this a Roadmap to Success.

To conclude, "Organizations are primarily interested in behavior or activities that have value - that are worthy. The only way to tell if activities are worthy is to look at the outputs that result from them"

# 4. STATEMENT OF PROBLEM

**Problem Statement**

Identifying the different competencies required for the various positions/ designations at Ma Foi Consulting Solutions Limited.

**Objectives**

- o To identify the list of competencies required for the various positions at Ma Foi Consulting Solutions Limited.
- o To form competency matrix for the 6 Divisions (Payroll, Human Resource Consulting, Recruitment Back Office, Technology, Internal Human Resource, Administration & Finance) at Ma Foi Consulting Solutions Limited.
- o To provide suggestions as to how this data can be taken further for organizational development.

# 5. METHODOLOGY

## 5.1 Type of Research Design

A research design is a framework or blueprint for conducting a research project. It details the procedures necessary for obtaining the information needed to structure or solve marketing research problems. A good research design ensures that the project is conducted effectively and efficiently. The exploratory research design was used in this project for the purpose of analysis using questionnaires. The objective of exploratory research is to explore or search through a problem or situation to provide insights and understanding.

## 5.2 Information Needs

The information collected from the sample of respondents was to identify the various competencies required for the different designations/ positions at Ma Foi consulting solutions Ltd.

## 5.3 Data Collection

The data for this project was only primary data. The respondents were the reporting superiors of the organization. The primary data is basically collected for the specific purpose of addressing the problem in hand.

## 5.4 Scaling Technique

Scaling involves creating a continuum upon which major objects are located. For this project, itemized rating scale has been used to collect the responses. The respondents are provided with a scale that has a number or brief description associated with each category.  The categories are ordered in terms of scale position, and the respondents are required to select the specified category that best describes the object being rated. In this study, the respondents were made to mark the description or item that suited the question in the questionnaire.

**5.5 Questionnaire Development and Pre-Testing**

The questionnaire had questions which were based on the competencies required for various positions in the organization. The questions were kept short and were close ended. Total number of questions in the questionnaire was kept as 25 apart from asking about the details of the respondent. Pretesting was done by giving the results of the initial samples to the HR manager for validation. The pretest was found to be satisfactory and thus the questionnaire was continued to be administered as before.

**5.6 Sampling Technique**

The population considered included senior positions giving responses for those positions that were reporting to them. The total number of subordinate positions and reporting positions at Ma Foi Consulting Solutions Ltd. was found to be 55 and 20 respectively. Here all the reporting seniors were taken into consideration and their responses were obtained. Thus from the population, almost 100% were taken as samples for the study. The whole population considered was covered to obtain responses. Hence we can say that the sample used in this study is almost 100% of the population.

**5.7 Fieldwork**

The field work was done by going up to the reporting seniors that included employees at different levels of the organisation. The physical place of research to collect data was restricted to Ma Foi Consulting Solutions Ltd. in Chennai. However for those who were in office other than Chennai, direct mail was used as the mode to collect responses.

**5.8 Steps Involved**

The steps that have been followed to do this project on 'Competency Matrix' is as below:

Step 1: Understand the Organizational Goals and get an clear view on the Organizational Structure

Step 2: Identify the different departments and positions in the organization

Step 3: Obtain the Job Description

Step 4: Use Randstad's building blocks as the basic framework

Step 5: Form a competency databank

Step 6: Put down definitions and behavioural indicators for the competencies. Differentiate the behavioural indicators for different positions in the organization.

Step 7: Frame a Questionnaire for identifying the competencies required for each position

Step 8: Distribute Questionnaire to Respondents

Step 9: Identify the requirements from reporting senior along with the proficiency level

Step 10: Collate the responses to form the competency matrix

Step 11: To validate the results with the Department Heads.

The steps in detail are as below:

### *Step 1: Understanding the Organizational Structure*

The hierarchy at Ma Foi Consulting Solutions Ltd is divided into 3 levels: the Associate/ Executive level, the Supervisory level and the Managerial level.

### *Step 2: Identification of Divisions and Positions*

The 6 Departments at MCSL are: Payroll, Human Resource Consulting, Recruitment Back Office, Technology, Internal Human Resource, and Administration & Finance. Out of these, Payroll, Human Resource Consulting, Recruitment Back Office is MCSL's core businesses while Technology, Internal Human Resource and Administration & Finance are its Support Services.

The Sub Divisions in each are as follows:

| S. No. | Name of Division | Sub Divisions |
|---|---|---|
| 1 | Payroll | Operations |
| | | Migration |
| | | Compliance |
| | | Business Development |
| | | Client Relations |
| 2 | Human Resource Consulting | Delivery |
| | | Business Development |
| 3 | Recruitment Back Office | - |
| 4 | Technology | Network Infrastructure |
| | | Application Support |
| 5 | Internal Human Resource | - |
| 6 | Finance and Administration | Finance |
| | | Administration |

The Positions/ Designations in various departments are as follows:

| S. No. | Name of Division | Sub Divisions | Positions |
|---|---|---|---|
| 1 | Payroll | Operations | Manager |
| | | | Team Leader |
| | | | Senior Process Executive |
| | | | Process Executive |
| | | | Process Associate |
| | | Migration | Manager |

| | | | Team Leader |
|---|---|---|---|
| | | | Senior Process Executive |
| | | | Process Executive |
| | | | Process Associate |
| | | Compliance | Manager |
| | | | Asst. Manager |
| | | | Senior Executive |
| | | | Executive |
| | | Business Development | Consultant |
| | | | Asst. Consultant |
| | | Client Relations | Manager |
| | | | Consultant |
| | | | Senior Executive |
| | | | Executive |
| 2 | Human Resource Consulting | Delivery | Head |
| | | | Senior Consultant |
| | | | Consultant |
| | | | Asst. Consultant |
| | | | Executive HRC |
| | | | Associate HRC |
| | | Business | Head |

| | | | |
|---|---|---|---|
| | | Development | Senior Consultant |
| | | | Consultant |
| 3 | Recruitment Back Office | - | Manager |
| | | | Team Leader |
| | | | Senior Process Executive |
| | | | Process Executive |
| | | | Process Associate |
| 4 | Technology | Network Infrastructure | Senior Manager - Information Technology Structure |
| | | | Senior Manager - Information Security Management Systems |
| | | | Team Leader |
| | | | Senior System Admin. |
| | | | System Admin. |
| | | | Network Operations Centre Operator |
| | | Application Support | Team Leader |
| | | | Senior Executive |
| | | | Executive |
| 5 | Internal Human Resource | - | Manager |
| | | | Senior Executive |

| | | | Executive |
|---|---|---|---|
| 6 | Finance and Administration | Finance | Manager |
| | | | Asst. Manager |
| | | | Senior Executive |
| | | | Executive |
| | | Administration | Manager |
| | | | Asst. Manager |
| | | | Admin.Asst. |
| | | | Process Support |
| | | | Front Office Executive |

### *Step 3: Job Descriptions*

Job Descriptions for various roles laid the basis for identifying the competencies. Roles and Responsibilities also gave a view on the competencies required for the designations. Ideally, Job Descriptions and set of competencies for a designation should go hand in hand to highlight that the roles to be performed by a person and the competencies required to perform these roles are interdependent.

### *Step 4: Randstad's building blocks*

After the strategic acquisition, Ma Foi is officially being called as Ma Foi Randstad. Randstad's acquisition of Ma Foi has left Ma Foi to use Randstad's framework in many domains of work so as to bring in the same climate as Randstad at Ma Foi. Owing to this reason, Randstad's building blocks for framing the competency matrix formed the fundamental framework.

### Step 5: Competency Databank

The various competencies that may be required for doing this exercise were listed. It was verified if the competencies were independent of each other, and not overlapping. From this list, and based on Randstad's building blocks, 25 competencies were identified to relevant to Ma Foi and these were finalized for the competing matrix exercise.

The Short listed competencies are as follows:

| S. No. | Competency |
|---|---|
| 1 | Analytical and Logical Thinking |
| 2 | Change/ Crisis Management |
| 3 | Commitment |
| 4 | Communication Skills |
| 5 | Computer Proficiency |
| 6 | Conceptualization |
| 7 | Conflict Resolution |
| 8 | Cost Consciousness |
| 9 | Creative Thinking |
| 10 | Customer Relationship Management |
| 11 | Decision making and Problem solving |
| 12 | Initiative |
| 13 | Job Knowledge |
| 14 | Leadership |
| 15 | Learning Focus |
| 16 | Managing Self |
| 17 | Networking |
| 18 | Organizational/ Business knowledge |
| 19 | People Development |
| 20 | Planning and Prioritizing |

| 21 | Quality Consciousness |
|----|-----------------------|
| 22 | Result Orientation |
| 23 | Strategizing |
| 24 | Team Skills |
| 25 | Values and Ethics |

### *Step 6: Definitions and Behavioural Indicators*

For the short listed competencies, definitions and behavioural indicators were drafted. Behavioural indicators are those behaviours associated with different competencies. Thus both the name of competency, along with its definition and behavioural indicators help to understand the competency requirements for the job better.

It is to be noted that the behavioural indicators may vary with positions and division. Generic behavioural indicators may not suit the purpose. Understanding and identifying the baehavioural indicators of the competencies at different levels (Associate/ Executive, Supervisory and Managerial levels) in the organization would help in understanding the competency requirements of different positions clearly.

The competency databank along with its definition and behavioural indicators are attached in the Annexure- A.

### *Step 7: Questionnaire Framing*

A questionnaire has to be framed and distributed to the reporting superiors. The questionnaire framed was of closed format. The Competencies identified and put under Randstad's building blocks were listed in order. Apart from this, the responder's name, designation and positions reporting to him were asked.

The Questionnaire format is attached in Annexure- B.

### *Step 8: Distribute Questionnaire to Respondents*

Respondents were asked to fill the questionnaire for positions reporting to him/her.

The lists of Senior Positions in Ma Foi Consulting Solutions Ltd. are as follows:

| S. No. | Division | Sub- Division | Reporting Senior | Subordinates |
|---|---|---|---|---|
| 1-20 | Payroll | Operations | Manager | Team Leader |
| | | | | Senior Process Executive |
| | | | | Process Executive |
| | | | | Process Associate |
| | | | Head | Manager |
| | | Migration | Manager | Team Leader |
| | | | | Senior Process Executive |
| | | | | Process Executive |
| | | | | Process Associate |
| | | | Head | Manager |
| | | Compliance | Manager | Senior Executive |
| | | | | Executive |
| | | | Head | Manager |
| | | | | Asst. Manager |
| | | Business Development | Regional Business Manager | Consultant |
| | | | | Asst. Consultant |
| | | Client Relations | Regional Business Manager | Manager |
| | | | | Consultant |
| | | | | Senior Executive |
| | | | | Executive |
| 21-29 | Human Resource | Delivery | Head | Sr. Consultant |
| | | | | Consultant |

| | | | | |
|---|---|---|---|---|
| | Consulting | | | Asst. Consultant |
| | | | | Executive HRC |
| | | | | Associate HRC |
| | | | Business Head | Head |
| | | Business Development | Head | Senior Consultant |
| | | | | Consultant |
| | | | Business Head | Head |
| 30-34 | Recruitment Back Office | | Manager | Team Leader |
| | | | | Senior Process Executive |
| | | | | Process Executive |
| | | | | Process Associate |
| | | | CEO | Manager |
| 35-43 | Technology | Network Infrastructure | Team Leader | Sr. System Admin. |
| | | | | System Admin. |
| | | | | NOC Operator |
| | | | Sr. Manager- IT Structure | Team Leader |
| | | | CTO | Sr. Manager- IT Structure |
| | | | | Sr. Manager- ISMS |
| | | Application Support | Team Leader | Senior Executive |
| | | | | Executive |
| | | | Sr. Manager- ISMS | Team Leader |
| 44-46 | Internal Human | | Manager | Sr. Executive |
| | | | | Executive |

| | Resource | | CEO | Manager |
|---|---|---|---|---|
| 47-55 | Finance and Administration | Finance | Manager | Asst. Manager |
| | | | | Sr. Executive |
| | | | | Executive |
| | | | CEO | Manager |
| | | Administration | Manager | Asst. Manager |
| | | | | Admin. Asst. |
| | | | | Process Support |
| | | | | Front Office Executive |
| | | | CEO | Manager |

*Step 9: Identification of competency requirements from reporting senior along with proficiency level*

Questionnaires were distributed to reporting superiors and they were asked to mark the competencies they felt were important to the positions reporting to them. The questionnaires were given to reporting superiors and not to the person himself/herself holding the positions so that the position holders' personal biases could be prevented.

The reporting senior was asked to mark not only the competencies required for the subordinate positions reporting to him/her but also their along with the level of competency.

Competencies can be marked as:

| Symbol | Level of Competency |
|---|---|
| C | Critical |
| S | Supporting |
| U | Unimportant |

***Step 10: Collate the responses to form the competency matrix***

The questionnaires distributed were collected and results were collated. Finally a matrix was formed for each division showing the required competencies along with their level for the various positions in that division.

***Step 11: Validation of the results with the Department Heads***

The matrix so formed was validated by the Division Head so as to prevent any biasing/ errors in the output. As a final verification attempt, the output matrix for all the divisions at Ma Foi Consulting Solutions Ltd. was checked and finalized by the Internal Human Resource Manager just to make sure that nothing has been overlooked.

The finalized Competency Matrix for the various divisions at Ma Foi Consulting Solutions Ltd. has been attached in Annexure – C.

# 6. ANALYSIS AND RESULTS

The validated competency matrix for the various divisions in Ma Foi consulting solutions Ltd., as shown in Annexure – C would now stand as the basic document supporting all human resource functions at the organization- right from recruitment to training & development to retention aspects.

The findings of the study are as follows:

o   Within a division, there may be a case where the positions may require same competencies to perform the job successfully, but the level of competency may be different for each position. In Payroll – Client Relations, the competencies required for Consultant, Senior Executive, and Executive were the same, yet functioning at different levels.

o   In some cases, though the designations varied, there was no significant role change. The designation change could have been due to experience gained. In such a case, the competencies required for the designations also remained the same. In Human Resource Consulting- Delivery, there was no significant role change between associate HRC and Executive HRC and hence, the competencies required were the same.

o   In another case, it was noted that within a division, the competencies required for those same designations in different sub divisions of the same division remained the same. In the Operations and Migration sub division of Payroll division, the competencies required for the designation named Manager in both the sub divisions remained the same.

o   It was also found that for equivalent designations within the same sub division needed the same competencies to perform their duties. Senior Manager- IT Structure and Senior Manager- ISMS in Technology division is one such example.

# 7. CONCLUSIONS AND RECOMMENDATIONS

## Conclusion

The different competencies for the various designations at Ma Foi Consulting Solutions Ltd. have been identified and as an end result, competency matrix has been formed.

Though this work might have given a basic understanding of the competencies required for different designation, it is to be noted that this study is of exploratory nature and it needs to be extended along the lines of conclusive research.

## Recommendations

- o The results of the project may be extended to a competency mapping exercise where the competencies possessed by an employee can be mapped.

- o Gap analysis could be done to identify the gaps between what the employee holds what the designation must hold.

- o Major Gaps can be corrected by a special training session after understanding the needs while minor gaps can be corrected by on the job training.

- o Above all these, if every reporting seniors understands the role of his/her subordinates and what they need for superior performance, the senior can then accordingly provide on the job training so as to bridge the gap in competencies and in turn improving the productivity of the subordinate. If every reporting senior follows this on his/her own, without formally doing a competency mapping exercise, then this whole process would become meaningless- but for the good!

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