

**“A STUDY ON THE COMPETENCY MAPPING OF SUPERVISORS IN A
GARMENT FACTORY”, WITH REFERENCE
TO VEEBEE GARMENTS, TIRUPUR.**

A PROJECT REPORT

submitted

p. 2501

by

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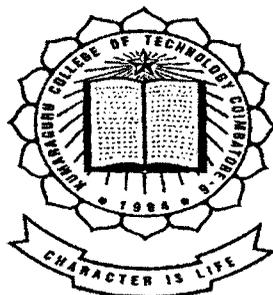
in partial fulfillment of the requirements of

Anna University-Coimbatore

KUMARAGURU COLLEGE OF TECHNOLOGY(AUTONOMOUS)

for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION



DEPARTMENT OF MANAGEMENT STUDIES

KUMARAGURU COLLEGE OF TECHNOLOGY

JULY 2008

Certificate



DEPARTMENT OF MANAGEMENT STUDIES

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BONAFIDE CERTIFICATE

Certified that this project report titled “A Study On The Competency Mapping Of Supervisors In A Garment Factory ”, with reference to VEE BEE Garments, Tirupur is the Bonafide work of Ms. P.V.MUTHUMALINI (Reg No. 720400021) who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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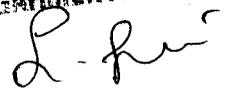
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PROJECT COMPLETION CERTIFICATE

This is to certify that Miss. P.V. Muthumalini (Reg No. 720400021) a student of **KCT Business School, Kumaraguru College of Technology**, has under gone a project work between June 2008 to July 2008 titled **“A Study on the Competency Mapping of Supervisors in a Garment Factory”**

During the tenure her performance was good.

FOR VEE BEE GARMENTS



MANAGER

Declaration

DECLARATION

I, hereby declare that this project report entitled as “A Study On The Competency Mapping Of Supervisors In A Garment Factory”, with reference to VEE BEE Garments, Tirupur has undertaken for academic purpose submitted to Anna University, Coimbatore in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Hema Nalini.R, Lecturer, MBA Department during the academic year 2007-2008.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Date: 22.10.08

Place: Coimbatore

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Acknowledgement

ACKNOWLEDGEMENT

It is inevitable that thoughts and ideas of other people tend to drift into subconscious when one feels to acknowledge helping derived from others. I acknowledge to all those who helped me in the preparation of this project work.

I wish to express my deep gratitude to **Dr. Joseph V. Thanikal** Principal, Kumaraguru College of Technology for the facilities provided to complete my project work.

I wish to express my sincere thanks to **DR.S.V.Devanathan** – Director, KCT Business School, for his continuous encouragement throughout my project.

I owe my heartfelt gratitude to **Mrs. Hema Nalini.R**, Lecturer KCT Business School, for his help and valuable guidance given to me throughout my project.

I also extend my heartfelt thanks to all the faculty members of KCT Business school, for their support in completing my project.

I express my sincere thanks to **Mrs. Saradha.R**, Senior Manager, VeeBee Garments, Tirupur for granting permission to do my project work.

I like to extend my heartfelt thanks to **Mr.Ganeshan**, Executive – HR, veebee garments, Tirupur, who guided me to complete my project work.

Executive Summary

EXECUTIVE SUMMARY

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 bedrock 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 VeeBee Garments Ltd the human resource system has been functioning as a part and parcel of the concern right from its inception. The department has extended its functioning from recruitment and selection, pay roll execution, employee benefits, training and development program etc., to competency mapping for its employees to identify and understand the requirements for best performance.

In today's scenario, where the world is becoming a global village, competitiveness has become the watch word for all companies. The most effective route is to employ recognized best-practice internal research methodology using behavioral event interview (BEI) techniques to selectively sample the target population (supplemented with expert panels and 'competency requirement questionnaires' to engage wider population samples) and so build up the models from the data that emerges. This data should be triangulated against clear top-down input in terms of organizational strategy and business objectives, and also against external research relevant

and analogous to the organizations situation-not as driver, but as a reference point. The core competencies for various executive positions in the company are identified using a structured questionnaire and specific unstructured interviews, these responses were evaluated, and appropriate suggestions are offered. Gap regarding competencies were identified which enlightens the job holders and the HR department.

Overall, the research was indeed an enlightening process in terms of the abundant opportunities presented, rather than just an academic pursuit.

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Introduction

CHAPTER 1

INTRODUCTION

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. Increased manpower costs, need for ensuring that Competent people in critical positions. And the need to be competitive and recognition of the strategic advantages of having good human resource have compelled firms to be more competencies driven.

In good organizations competency mapping existed already. For example Hero Honda Motors Limited Competency Model has 18 Competencies, GE Competency Model works with 23 Competencies, Hughes Escorts has 23 Competencies in place, PepsiCo India uses Competency Mapping for 04 key areas. Traditionally HR directors and their top management have always paid attention to competencies and incorporated them mostly in their appraisal systems. For example when L&T, LIC, HLL, Bharat petroleum etc, revised their performance appraisal systems they focused on the assessment of competencies. Role analysis was done and role directories prepared by the Indian oil corporation in mid eighties.

Competency mapping is important and is an essential exercise. Every well-managed firm should have well-defined roles and list of competencies required performing each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identifications.

1.1 BACKGROUND

1.1.1 Competency

Competency is the vital behavioral skills, knowledge and personal attributes that are translations of organizational capabilities and are deemed essential for success. They distinguish exemplary performers from adequate performers.

The word competency is derived from the Latin word “competere” which means ‘to be suitable’. The competency concept was originally developed in psychology-denoting individuals’ ability to respond to demand placed on him/her by the environment.

The competency concept begun in the 1970’s in manufacturing and entered the financial services arena in the 1990’s. competency-based corporate practices emerged in India much later than it did in the rest of the world except in the Armed Forces, where it was adopted in 1942.

1.1.2 Components of Competency

There are four major components of competency:

1. **Skill:** capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.
2. **Knowledge:** understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job, such as knowledge of policies and procedures for a recruitment process.

3. **Personal attributes:** inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.
4. **Behavior:** The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured.

1.1.3 Competency mapping

Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for training and development, performance management, and succession planning.

1.1.4 Approaches to competency mapping:

Generally there are approaches to develop competency profiles namely top down approach and bottom up approach. In the top down approach expert groups consisting job incumbents, superiors and subordinates after analyzing the organizational objectives identify competencies needed for effective or superior performance. In the bottom up approach the knowledge, skills, motives, attitudes, traits, self concept and other attributes of consistently high performing employees are studied using appropriate techniques like, case analysis, critical incident technique, behavioral event interview, participant observation with clarification interviews, performance records verifications, etc and benchmarked them for developing in other employees of the organization. There is another method called hybrid approach which

involves developing a competency model based on theoretical knowledge and intuition by experts or HR professionals. After examining performance on the job for above two years the said competencies are either confirmed or revised based on performance outcomes. Bottom up approach is considered to be more result oriented than the other methods.

Most of the current methods of competency mapping like behavioral event interview, critical incident technique or job analysis questionnaire profiles the behavior of current best performance on the job with the aim of making it known to and adopted by others. This profiling may include the level immediately above the target group. Others take a top down view of the organization its culture etc. mainly through visionary workshop.

1.1.5 The steps involved in competency mapping

First: A job analysis is carried out by asking employees to fill in a questionnaire that asks them to describe what they are doing, and what skills, attitudes and abilities they need to have to perform it well. There would be a bit that requests them to list down attributes needed to make it up to the next level, thus making it behavioral as well as skill-based.

Second: Having discovered the similarities in the questionnaires, a competency-based job description is crafted and presented to the personnel department for their agreement and additions if any.

Third: Having agreed on the job requirements and the skills and attitudes needed to progress within it and become more productive; one

starts mapping the capability of the employees to the benchmarks. There are several index points within the responsibility level. An almost (but not quite) arbitrary level of attainment is noted against each benchmark indicating the areas where the assessed is in terms of personal development and achievement. These give an adept HR manager a fairly good picture of the employee to see whether he (or she) needs to perform better or to move up a notch on the scale. Once the employee 'tops' every indicator at his level, he moves on to the next and begins there at the bottom - in short, he is promoted

1.1.6 Classification of Competencies

Competencies can broadly be classified into two categories – Basic and Professional Competencies. **Basic competencies** are inherent in all individuals. Only their degree of existence would be differing. For example, problem solving is a competency that exists in every individual but in varying degrees. **Professional competencies** are over and above the basic competencies, and are job related. For example, handling a sales call effectively is a competency that a sales personnel would be required to have. Hence, it can be simply said that,

Competencies = Basic Competencies + Professional Competencies

1.1.7 Methodology used

The following methods are used in combination for competency mapping:

- Interviews.

- Group work.
- Task forces.
- Task analysis workshops.
- Questionnaire.
- Use of job description.
- Performance appraisal formats etc.

1.1.8 Benefits of competency mapping:

- Reinforce corporate strategy, culture and vision.
- Increase the effectiveness of training and professional development programs by linking them to the success criteria.
- Provide a common framework and language for discussing how to implement and communicate key strategies.
- Provide a common understanding of the scope and specific role.
- Build competitive advantage by strengthening core operations.
- Ensures the link between business strategy and Human Resource functions.
- Provides a tool to help an employee, manager or organization assess its competencies and identify its future needs.

1.2 REVIEW OF LITERATURE

*Talbot .et .al (2007)*¹, describes a case study of how workforce competencies have been used to assist evidence-based health promotion education in the areas of curriculum design, selection of assessment tasks and continuous quality assurance processes in an undergraduate program at an Australian university. A curriculum-competency mapping process successfully identified gaps and areas of overlap in an existing program. These health promotion workforce competencies constituted an additional tool to assess course quality.

*Ahmad Bakeri (2005)*², identified 13 key competencies were identified, namely: IT basics; word processing; electronic mail; internet; graphics; presentation and publishing; spreadsheet; project management; design; development and administration of databases; system maintenance; desing and development of web applications; system analysis and programming for validation by the information professionals.

¹*Talbot,Lyn;.et.al Graham, Melissa; James(2007)*, A role for workforce competencies in evidence-based health promotion education preview. Erica L.. Promotion & Education, 2007, vol.14 Issue 1, p28-33,6p, 3 charts, 1 diagram; (AN 25301298)

²*Ahmad Bakeri(2005)*, IT Competencies for Malaysian IT Professionals, Library Review, Emerald Group Publishing Limited, 2005.

*Damian Ruth (2006)*³, offers a coherent critique of the concept of managerial framework of competence through the exploration of the problems of generalizability and abstraction and the “scientific” assumptions of management.

*Robyn A. (2004)*⁴, stresses the computer programming skills are notoriously difficult to assess fairly and economically. This paper presents a method---competency mapping---which extracts a better and more detailed picture of what students actually learn, without requiring them to sit extra assessment activities. Competency mapping was applied to the set of marks from an introductory course in computer programming. Insights were gained into the way students learn computer programming. Guidelines for designing assessment to work better with competency mapping are also provided, as well as a design for a dedicated competency mapping tool.

³ *Damian Ruth(2006)*, The Frameworks of Managerial Competence Problems & Suggestions, Journal of European Industrial Training, 2006, Volume: 30 Issue:3 Page: 206-226 “Emerald Group Publishing Limited”.

⁴*Robyn A.(2004)*, Monash University, Victoria, McNamara Australia, Evaluating assessment with competency mapping , Pages: 193 – 199, Year of Publication: 2004.

*Paul Lyons (2003)*⁵, provides a brief exposition on the general definitions and features of skills and competence in organizations, presents an overview of skill charting, offers specific methods to demonstrate training for skill development using constructivist approaches (skill charting/competency mapping); and then presents the results of a brief study that encompasses the approaches discussed. The findings of the study indicate that the skill charting methods have value, promise, and that they require further study.

*Calhoun, Judith G .et .al (2005)*⁶, has found the competency specification endeavors have been similarly undertaken in relation to the field of public health, including the development of the Council on Linkages between Academia and Public Health Practice competency model and the initial competency modeling. In the field of competency modeling and deployment, understanding and acceptance of competency-based systems are formidable goals, often rife with controversy. This article describes the processes undertaken by The University of Michigan Center for Public Health Preparedness to

⁵*Paul Lyons(2003)*, Influencing performance improvement using skill charting, Journal: journal of European industrial training, volume: 27 issue: 8, publisher: MCB UP Ltd, page: 398-404, year:2003.

⁶*Calhoun, Judith G.;Roney, Rosemarie; Eng, Emile; Hoffman, Yale(2005)*, Competency Mapping and Analysis for Public Health Preparedness Training Initiatives, public Health Reports, Supplement 1, Vol. 120, p91-99, 9p, 3 charts, 2 diagrams;(AN 17556271), Jul2005.

integrate competency-based learning and assessment in educational and training initiatives with its many community partners.

*Chris Ashton(1996)*⁷, said that the core competencies deemed to be of value to the organization were customer service orientation; flexibility; commitment to organizational values; achievement orientation; initiative and proactivity; organizational influence; creative problem solving; enablement and developing others.

*Osman Yildirim's (2007)*⁸, study aims at investigating emotional intelligence based on competencies for sales and IT people by conducting a study on 111 employees of 12 firms from four different sectors in which firms benefited extensively from IT and sales activities.

*Dilip Khankhoje(2003)*⁹, Conceptual Argument in Brief All over, women interventionists, in their capacity as leaders, are working through many NGOs towards gender empowerment and development.

⁷*Chris Ashton(1996)*, How Competencies boost performance, Management Development Review, MCB UP Ltd, Volume:9 Issue: 3 Page: 14-19, 1996.

⁸*Osman Yildirim(2007)*, The Discriminating Emotional Intelligence-based Competencies of IT Employees, European Industrial Training,2007, Volume: 31 Issue: 4, Emerald Publishing Limited.

⁹*Dilip . Khankhoje(2003)*,Advances in women's leadership styles: Implications on subordinates' competencies in an NGO – An empirical investigation, National Institute of Bank Management, NIBM Post Office, Kondhwe Khurd, Pune 411 048, India.

As leaders, they are actively involved in the process which requires them to perform a variety of functions at different levels within the organizational structure of the NGOs. Effectiveness in delineating these functions, among other things, is directly related to leadership qualities expected of these women leaders at different levels vis-à-vis the competencies possessed by them. In an NGO, which practices openness, participation, delegation and transparency, transformational leadership at the top could be clearly visible. This promotes and develops their transformational leadership traits and develops the behavioral competencies in their span of control. It leads to matured and effective leadership among women leaders working at these various levels down the line. It enhances credibility and effectiveness of the NGO.

*Hoffman, Trott, Neely (2002)*¹⁰, the American College of Women's Health Physician has been exploring an on-line educational tool-concept mapping-to facilitate the development of an interdisciplinary and woman-centered women's health curriculum, and to implement The Women's Health Care Competencies for Medical Students. By using an on-line concept map of the menstrual cycle, we have built upon a standard piece of curricula that describes a unique aspect of female physiology and transformed it into a knowledge framework that builds capacity. The concept map highlights

¹⁰*Hoffman, Trott, Neely*; Concept mapping: A tool to bridge the disciplinary divide. American Journal of Obstetrics & Gynecology. 187(3, Part 2) Supplement:S41-S43, September 2002.

relationships between concepts and across disciplines, connecting the competencies to enable meaningful learning so that a learner can adapt their knowledge to multiple settings, incorporate new learning, and generate new knowledge to grow the interdisciplinary field of women's health. The on-line format allows access from multiple sites and courses, and allows the curricula to grow organically over time without upsetting current curricular design.

*Steve Garrett (2005)*¹¹, finds the 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 behaviour.

*Charles Margerison(2001)*¹², suggested that there are misplaced overemphasis on individual competence levels and not enough attention paid to team competency. He felt that individual

¹¹*Steve Garrett(2005)*, Competency Mapping: What Is It and How It Can Be Done by Individuals 2005 This article has been provided by the Career Planning and Adult Development Network.

¹²*Charles Margerison(2001)*, Team Competencies , Team Performance Management, MCB UP Limited, 2001.

competencies need to be seen in the context of what a team requires to perform well and given nine major team competency factors and a resulting team model, from which a team can assess its objectives, priorities, time management allocations and performance assessment.

*Joyce E.H. McHenry (2008)*¹³ suggested the purpose of his article is to develop a critical understanding of IT enhanced competence management and to bridge operational and strategic functions with the aim of revealing potential hidden challenges.

*Scott Parry (2005)*¹⁴ , “A combination of knowledge, skills, attitude and personality of an individual as applied to a role or job in the context of the present and future environment that accounts for sustained success within the Organization” Competencies in organizations tend to fall into two broad categories: Personal Functioning Competencies: These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviors). Functional/Technical Competencies: These competencies include specific success factors within a given work function or industry.

¹³*Joyce E.H. McHenry (2008)* “The Trickiness of IT enhanced Competence Management” “ Journal of management development” 2008.

¹⁴*Scott Parry(2005)*, Project Management Competency Development Framework, PMI, 2005.

*Truman, Carlene.L's(2004)*¹⁵, concept of competency mapping emerged from a study of the state-of- the-art of audit education needs assessment to provide the basis for development of a model for states to adapt or adapt to fulfill requirements of the 1978 amendments to the adult education act. Need was defined as a lack of functional competency and those problems encountered by adults who want to finish high school but have been unable to do so. It was further determined that functional competency at the adult performance level was predictable with efficiency by combining data on adult functional competency level and on certain demographic characteristics available through the united states census public uses tapes. Discrepancies between predicted needs areas where funds had been allocated and spent could be identified using a disbursement pattern for federal funds.

¹⁵*Truman, Carlene L.(2004), Competency mapping: a new concept in ABE Needs assessment,2004.*

1.3 OBJECTIVES OF THE STUDY

1.3.1 Primary Objective

The primary objective of the study is to map the competencies of the supervisors of the manufacturing departments.

1.3.2 Secondary Objectives

The secondary objectives of the study are

- To determine the competencies required for the supervisory position.
- To perform competency gap analysis.

1.4 STATEMENT OF THE PROBLEM

Competency theory is relatively new phenomenon in Asian countries. Therefore it is necessary to see what constitutes competency in the context of human resource development. Competency method can help people and the organization focus on skills, knowledge and characteristics that affect job performance and help people assess their current level of skills and capabilities. When integrated with performance appraisal, competency mapping provides a clear picture on what is being measured and is concerned not only with results but also behavioral aspect behind that achievement. Hence competency mapping is studied and analyzed in this project.

1.5 SCOPE OF THE STUDY

The study would enable the company to know the various competencies required for performing the work tasks by the different categories of employees. An immediate application would be a competency-based HR system using the identified competencies as factors for a variety of HR processes.

- Recruitment and selection
- Training and development
- Performance management
- Succession planning

1.6 RESEARCH METHODOLOGY

1.6.1 RESEARCH DESIGN

The nature of study was descriptive.

1.6.2 POPULATION

The supervisors of the following manufacturing departments include the population of the project.

1. Knitting
2. Pattern making
3. Printing
4. Cutting
5. Stitching
6. Checking
7. Ironing

1.6.3 Population Size

The population size is Thirty-four.

1.6.4 Sampling Design

The sampling technique employed is census where the entire population is studied.

1.6.5 Methods of data collection

1.6.5.1 Primary data collection.

- The primary sources of data collected for mapping competencies were questionnaire and interviews with job holders.
- An insight into the organization structure was gained, through a list of department and their roles obtained from the HR department.

1.6.5.2 Secondary data collection.

The secondary data were mainly collected through websites, organizational chart and company documents.

1.6.6 TOOLS USED FOR ANALYSIS

Negative gap analysis using MS Excel 2000

1.6.7 METHODS USED FOR ANALYSIS

- Percentage Frequency analysis.
- Ratio.

1.7 LIMITATIONS OF THE STUDY

- The project is restricted to the supervisors present in organization.
- Opinions, perceptions of the superiors and performance of the employees can change over a period of time.
- The ratings given to the supervisors are subjective based on the opinion of the superiors.

1.8 CHAPTER SCHEME

Chapter 1: Introduction

This chapter deals with the basic information of competency mapping. It consists of details about the mapping of competency mapping, methods of mapping and methods of conduct assessment, objectives, scope and limitations of the study. It also discusses the research methodologies used for the study.

Chapter 2: Profile of the organization

This chapter discusses the history, structure, product profile, future plans of the organization and also the various functional areas in the organization.

Chapter 3: Macro-Micro Economic Analysis

This chapter consists of the details regarding the competency as a whole and the position of the organization in the business environment. Also it reveals out the contribution of the organization for the economic development of the nation both in the macro and micro environment.

Chapter 4: Analysis and Interpretation

This chapter analyses the responses obtained from the executives of the organization to the questionnaire presented for assessing the core competencies. The responses are analyzed using Percentage Frequency analysis and ratio. This part contains evaluation of each question with percentage distribution and inference from the analysis.

Chapter 5: Conclusion

This is the concluding part of the report on the project discussing the findings of the analysis. The findings give conclusion for the project and most valuable recommendations for the organization to implement competency mapping for employees and also recommendations proper training methods to be followed.

Organizational Profile

CHAPTER 2

ORGANIZATION PROFILE

2.1 HISTORY OF THE ORGANIZATION

India is known for its Gangatic plains, the cradle of civilization and culture. Those days' people made the famous Muslin cloth. Southern part of India is known for its famous silk sarees, which is most sought after even today for its beauty and weave.

Tirupur, with open market policy and Globalization the knitting industry is growing in multi-fold. With gross turnover of 2 billion dollars the industry is expanding with its traditional quality work. A small inspiration in 1993 with full of hopes and earnestness Mr.Ramasamy started VEE BEE Garments for his son Mr.Satheeswaran.

Armed with a decade of experience in basics like job work and merchandising, VEE BEE Garments started back word integration by 1997 in a 7 acres area. By 2004 the company achieved a milestone, by integrating 12,672 spindles (Vee Bee Spinning Mills) to cater the in house need of yarn.

The future is assured when quality product is delivered. To meet the demand by 2008 the mill is expanding to the tune of 25,000 spindles. This ensures quality from sampling to the execution of the order. "Youth and experience never goes together" but a rare breed of blend makes it to happen the impossible.

2.2 MANAGEMENT MISSION

“Achieving customer satisfaction through timely delivery of quality products while striving for betterment of the industry, community and country”.

“Competitive Price, best Quality and prompt Delivery of goods” are been considered as the major reasons for strengthening the credit of the company compared to their competitors.

2.2.1 OBJECTIVES OF VEE BEE GARMENTS

- To achieve leadership in the garment exporting industry by producing quality products to consumers expectation, while also discharging their responsibility as a business house keeping in perspective the social, culture and environmental concerns of the nation.
- To be the forerunner in technology assimilation and attaining sectoral leadership by adopting, understanding and implementing innovative concepts for the betterment of the industry, community and society.
- To achieve customer satisfaction through enhancement of product standards and timely delivery.
- To maximise the work efficiency by arranging educative workshops, sessions on time management and by creating a conducive work environment.

2.3 PRODUCTS OF VEE BEE GARMENTS

Vee Bee’s product range is an extensive ensemble of all types of garments. They manufacture exclusive knitted garments for women, men and children. The collection includes Polo T-shirts, Crew

neck and Rib neck T-shirts, sweat wear, boxer shorts, sleep wear, trousers, tank tops, tight tops, Bermudas and sports wear.

2.4 FUTURE PLANS

- The production capacity has to be increased to 1.5 times (by the year 2012) that of the present(year 2008)
- The company targets to export more than 25 countries by the year 2010.
- The company is focusing on the branding of their product especially T-shirts.
- The company is targeting the retail stores in Tamil Nadu for their products.

2.5 FUNCTIONAL AREAS OF THE COMPANY

2.5.1 PRODUCTION DEPARTMENT

2.5.1.1 KNITTING:

Knitting is a method by which thread or yarn may be turned into cloth. Knitting consists of loops called stitches pulled through each other. The active stitches are held on a needle until another loop can be passed through them. Knitting may be done by hand or by machine. By hand, there are numerous styles and methods. Flat knitting, which is done on two straight needles, produces a length of cloth, while circular knitting, which is done on circular or double-pointed needles, produces a seamless tube. Different yarns and knitting needles may be used to achieve different end products, by giving the final piece different color, texture, weight, or integrity.

The knitting department comprises of 50 circular and 50 flat bed machines with operators operating in shifts. It has a production capacity of more than 5000 Kg per day.

2.5.1.2 PATTERN MAKING:

The making of industrial patterns begins with an existing block pattern that most closely resembles the designer's vision. Patterns are cut of oak-tag (manila folder) paper, punched with a hole and stored by hanging with a special hook. The pattern is first checked for accuracy, then it is cut out of sample fabrics and the resulting garment is fit tested. Once the pattern meets the designer's approval, a small production run of selling samples are made and the style is presented to buyers in wholesale markets. Once the style has demonstrated sales potential, the pattern is graded for sizes, usually by computer with an apparel industry specific CAD program. Following grading, the pattern must be vetted; the accuracy of each size and the direct comparison in laying seam lines is done. Once these steps have been followed and any errors corrected, the pattern is approved for production. When the manufacturing company is ready to manufacture the style, all of the sizes of each given pattern piece are arranged into a **marker**, usually by computer. The marker is then laid on top of the layers of fabric and cut. This department makes use of the TEXTILE CAD and it is supported by well trained pattern makers.

2.5.1.3 COMPACTING

MUZZI- Italy to compact the structured fabrics and open type all over print knit fabrics.

2.5.1.4 HEAT SETTING

ASKME- Taiwan, to control shrinkage knit fabric like Lycra and Blended fabric.

2.5.1.5 EMBROIDARY

Nitty-Gritty of colorful threads are transformed into magical figures on garments by Barudan embroidery machine- upto 10 colors.

2.5.1.6 PRINTING

Accompanied with six, eight and twelve colors placement printing machines, the printing division facilities both table printing and flock printing. The Printing Department has a specially equipped Machine from Stormac RD with 4-8 colours Rotary printing with Loopager. It has a capacity of Printing 8 colour designs on upto 72 inches of fabric width. The Fabric Output per day is 2 tons.

2.5.1.7 CUTTING

The cutting department comprises of computerised lay cutting machines. These machines are operated by the trained operator. This department contains manual cutting processes also.

2.5.1.8 STITCHING

Machines are to perform high quality of sewing which is the nerve center of VEE BEE garments. These are some of the machines found in the production department of VEE BEE Garments.

<u>S.NO</u>	<u>MACHINE</u>	<u>NUMBERS</u>
1.	OVERLOCK	150
2.	FLAT LOCK	75
3.	SINGER	70
4.	VACCUM IRONING TABLE	18
5.	KAJA BUTTON MACHINE	8 SET

2.5.1.9 CHECKING

Stringent quality measures are taken while project is in progress to ensure quality.

2.5.1.10 FINISHING

Ironing section has been equipped with all equipments to meet the customers needs. The ironing section consists of 18 vacuum ironing table and labours operating in shifts.

2.5.1.11 LABORATORY

Well equipped in-house laboratory for stringent quality measures.

2.5.2 PERSONNEL DEPARTMENT

2.5.2.1 FUNCTIONS OF CUSTOMER CARE DEPARTMENT

1. Guest relations
2. Party- grievances

2.5.2.2 PERSONAL STATUTORY MEASURES

2.5.2.2.1 PROVIDENT FUND SCHEME

Under this scheme 12% of the workers wage is deducted and along with 12% contribution from the management is deposited in a bank which is made available to the worker on the worker on his reassignment or retirement.

2.5.2.2.2 ESI (EMPLOYEE STATE INSURANCE)

Under this scheme all labors are provided free medical attentions for their health problem. A per cent of amount is been deducted from the employees wage as ESI premium

2.5.2.2.3 FIRE SAFETY

Fire extinguishers are installed in potentially danger areas. Fire extinguishers are maintained regularly, all workers are trained in its use. Emergency exits are also provided.

2.5.2.3 NON-STATUTORY MEASURES

2.5.2.3.1 TOILETS

Toilets maintenance is an important aspect of labour welfare measure. There are about 30 toilets maintained approximately for 500 labors. There are separate toilets for ladies and gents. All toilets for kept clean five cleaners look after the cleanliness of the toilets.

2.5.2.3.2 ACCIDENT INSURANCE COVERS

The management has also provided accident insurance cover to its workers.

2.5.2.3.3 LUNCH ROOM

A lunch room for the convenience of the laborers has been provided, cleanliness of the lunch rooms maintained by the cleaners. Clean drinking water is also supplied.

2.5.2.3.4 MEDICAL ROOM

A medical room to take care of emergencies is provided. The room is suitably equipped there is a doctor on call facility also.

2.5.3 ACCOUNTING DEPARTMENT

2.5.3.1 RESPONSIBILITY:

The accounting manager is responsible for over all bookkeeping and maintenance of records as per statutory requirements.

2.5.3.2 PROCEDURES:

2.5.3.2.1 VERIFICATION OF BILLS PAYABLE

The Accounting Manager is responsible for the collection and verification of the bills payable to the vendors.

2.5.3.2.2 PREPARING VOUCHERS FOR PAYMENTS

The preparation of vouchers is carried o periodically by the

2.5.3.2.3 VOUCHER ENTRY

Periodical voucher entries are also made by the account manager.

2.5.3.2.4 Issue of Cheques

The accounting manager is also responsible for the issue of cheques to the parties to whom the payments are to be made.

2.5.3.2.5 Maintaining and Reconciliation of Bank Ledger

The accounting manager is also responsible for the maintenance and reconciliation of the bank ledger as per the entries in the pass book.

2.5.3.2.6 PREPARATION OF SALES INVOICE

The sales invoice in accordance to the sales is also prepared by the accounting manager.

2.5.3.2.7 BILLS NOTIFICATION

Negotiation of bills is also an important duty of the accounting manager.

2.5.3.2.8 FOLLOW UP PAYMENTS FROM THE CUSTOMER

The collection of the follow up payments is also made by the accounting manager from the customers.

2.5.3.2.9 FILLING OF STATEMENTS

Periodical filling of statements as per the statutory requirements is also made by the accounting manager for example ESI, PF, and Sales tax statement.

2.5.3.2.10 RENEWAL

The accounting manager is also responsible for the renewal of insurance covers, factory license and other licenses and taxes.

2.6 QUALITY POLICY

At Vee Bee, quality is the driving force behind each of their operations. They believe a good product speaks more about the manufacturer than anything else and hence they took all possible efforts to give their customers their best. Every process is lined with meticulous quality control and supervised with precision, right from procurement to delivery.

Independent Quality Audits are carried out by their Quality Assurance Department (QAD) personnel at all critical stages of production process. Various tests are conducted in the laboratory to assure the quality of the fabrics right through the process.

2.7 BUYERS OF THE COMPANY

- Bremtex Lingerie Europe BV, The Netherland
- Teidem BV, The Netherland
- Body Textiles Group BV, The Netherland
- EWS Textile Vertrieb GMBH UND Co., Germany
- Stadium AB, Sweden
- Alcampo SA, Spain
- Bacci Sourcing & Consulting SA, Spain
- Sodirep SA-NV, Belgium
- Adorable Lingerie INC, Canada
- Debbie Morgan, Spain
- Lipo Lipo, Denmark
- Agenda Clothing S.A, Spain
- Zannier S.A, France

Macro & Micro Analysis

CHAPTER 3

MACRO-MICRO ANALYSIS

3.1 MACRO ANALYSIS

3.1.1 WORLD TEXTILE MARKETS AT A GLANCE

US clothing demand continues to grow. Sales through clothing, accessory stores, warehouse clubs and superstores were especially buoyant in 2006. US producers also benefited as the imposition of quotas against China slowed imports. But imports of cotton bed linen from India, Pakistan and Brazil surged.

The EU trade deficit worsened in 2005 after the global elimination of quotas. But the industry's prospects looked brighter in early 2006 as output stopped falling and orders picked up. Exporters are achieving success in East European markets such as Russia and Ukraine, and the surge in imports from China has slowed since quotas were imposed in mid-2005. Meanwhile, EU firms are investing in higher value interior textiles and technical textiles in the EU while continuing to relocate lower value textile and clothing production to Asia and Eastern Europe.

Chinese exports surged in 2006 as exporters looked to alternative markets such as Turkey, Mexico, Macau and South Korea in order to maintain growth in the face of US and EU quotas. Output and foreign direct investment continued to grow strongly. China's clothing import market also expanded in 2006, reflecting the re-emergence of

coproduction schemes in Hong Kong and Macau to avoid quotas against Chinese goods.

Indonesian clothing exports expanded at a healthy pace in 2006 thanks to strong demand in the USA. Foreign direct investment also rebounded, although overcapacity remains a danger. Indonesia's vertical industry and commitment to labour rights and customer service bode well for the future. Malaysian exporters are trying to gain an edge over cheaper competitors by focusing on branding, quality, reliability, labour rights and superior customer service. Clothing exports from the Philippines have done well in the USA and the EU. Thai garment makers have enjoyed a resurgence in 2006 and hope that a trade deal will boost exports to Japan. But high costs are forcing firms to invest in China, Cambodia and Vietnam. Vietnamese exports to the USA soared in 2006 in anticipation of quota elimination when Vietnam joins the World Trade Organization (WTO).

Bangladesh has performed well in the post-quota era, despite fears of competition from China and India. In 2006 it has raised its share of the US market and sales to the EU market, helped by duty-free access, have soared. But low wages have caused labour riots. India's textile and clothing export sector has grown substantially since the elimination of quotas in the EU and US markets. Government help with modernisation and the provision of textile and apparel parks should improve competitiveness. Pakistan is also enjoying brisk growth, despite Chinese and Indian competition, and sales to the EU picked up in 2006. In Sri Lanka growth was more modest and the country relies

heavily on raw material imports. A new campaign will publicize Sri Lanka's compliance with ethical labour standards.

3.1.2 BRIC COUNTRIES

The world economy grew 5.2% in 2007 powered by growth in China (11%), India (9%) and Russia (8%). The global economy faces a real risk of 1970s style stagflation however, with resource constraints tighter than ever before.

Things could scarcely have looked rosier for the world economy at the start of 2007. The Emerging Markets, led by the giants of China, India, Russia and Brazil (the BRIC countries) had been posting 7%-10% grow rates for years. Property and stock market booms had brought consistent growth in North America and Europe. Investment was bringing economic development to much of the Middle East and Africa, and even Japan was recovering from its deflationary 'Lost Years'.

Theories were even circulating that thanks to the growth of the developing world, we might enjoy years of unfettered growth, as new markets would go through successive growth spurts and counter the effects of slowing growth elsewhere. It was suggested that Asia was 'decoupling' from the US and able to grow under its own steam thanks to its two 'Awakening Giants'.

The global apparel and accessories industry generated total revenues of USD 1,098.6 Billion in 2005; equivalent to 74.9% of the overall industry value. The global textile sector was worth USD

share. The global textile & apparel industry is expected to reach a value of USD 1,781.7 Billion by the end of 2010 a report stated by Ernst and Young.

Over the last few years, the US and European Union (EU) countries have significantly increased their made-up and garment imports while the share of yarn and fabric has been on the decline. India has traditionally had an advantage in the yarn and fabric segments due to their lower conversion costs. The country also has a fairly good positioning in the international made-ups market.

A change in the end-users' buying patterns means that the industry will either have to quickly move up the value chain or else become a feeder to other countries like China, which will derive the benefits of value addition. Thus, the Indian textile and garmenting industry must address both demand-side and supply-side issues in the preparatory phase to 2005.

The demand-side issues that the industry faces are:

- Understanding the change in buyer preferences in its main markets, especially USA and EU
- Keeping up with fashion trends
- Competing on non-price factors, and
- Upgrading technology to improve quality and productivity

On the supply side, the concerns include:

- The availability of quality raw material
- Low labour productivity
- Infrastructural bottlenecks
- Access to cheap finance.

CRISIL Infrastructure Advisory believes that a comprehensive approach to competitiveness would encompass all these issues, taking cognizance of both policy and business dynamics.

3.2 MICRO ANALYSIS

3.2.1 INDIAN ECONOMY

Large, dynamic and steadily expanding, the Indian economy is characterized by a huge workforce operating in many new sectors of opportunity. The economy of India is as diverse as it is large, with a number of major sectors including manufacturing industries, agriculture, textiles and handicrafts, and services. Agriculture is a major component of the Indian economy, as over 66% of the Indian population earns its livelihood from this area.

However, the service sector is greatly expanding and has started to assume an increasingly important role. The fact that the English speaking population in India is growing by the day means that India has become a hub of outsourcing activities for some of the major economies of the world including the United Kingdom and the United States. Outsourcing to India has been primarily in the areas of technical support and customer services.

In general, the Indian economy is controlled by the government, and there remains a great disparity between the rich and the poor. Ranked by the exchange rate of the United States Dollar, the Indian economy is the twelfth largest in the world.

In Purchasing Power Parity GDP, the figure for India was 1.5 trillion US Dollars in 2008. The per capita income of India is 4,542 US Dollars in the context of Purchasing Power Parity. This is primarily

due to the 1.1 billion population of India, the second largest in the world after China. In nominal terms, the figure comes down to 1,089 US Dollars, based on 2007 figures. According to the World Bank, India is classed as a low-income economy.

3.2.2 ROLE OF TEXTILE INDUSTRIES IN INDIAN ECONOMY

Textile industry is one of the main pillars holding the Indian Economy. It constitutes about 14 percent of industrial production, 20 percent of total export earnings, 4 percent of GDP and direct employment to an estimated 35 million people. In spite of these, India's entire share in the world textiles trade is still maintained at around 3 percent.

The textile industry is the single largest foreign exchange earner for India. Currently it accounts for about 8 % of GDP, 20 % of the industrial production and over 30 % of export earnings of India and it has only 2-3 % import intensity. About 38 million people are gainfully employed with the industry making it the second largest employment providing sector after agriculture.

3.2.3 POLICIES TO PROMOTE TEXTILES IN INDIA:

The textile policy of 1985 and the economic policy of 1991 accelerated the economic growth during 1990s. Textile sector growth has been led by the spinning and the manmade fibre industry. The number of cotton/ manmade fibre textile mills rose from 1035 in 87-88 to 1741 by December, 1997. The number of spinning mills number rose to 1461 in December 1997 from 752 in 87-88. Liberalization led to the installation of open end rotors and setting up of Export Oriented Units

Currently India has the second highest spindleage in the world after China. Aggregate production of cloth during 1996-97 was 34,265 million sq. metres, an increase of nine percent over 1995-96. India's contribution in world production of cotton textiles was about 12 % a decade back, while currently it contributes about 15 % of world cotton textiles. The production of silk has increased from 9498 tonnes in 1987-88 to 14,093 tonnes in 1996-97. For wool, which is another major raw material , India depends on imports, especially from New Zealand, to meet its requirements.

Growth rate in exports of textiles/ clothing during 1996-97 was 11%. Introduction of a soft loan scheme during the 7th plan called Textile Modernisation Fund Scheme (TMFS) facilitated the process of modernising textile industry significantly. Indian textile industry has performed remarkably well during the last one decade, but it still needs to carve a competitive edge through quality output and high value addition especially when today India is on the fast track of globalisation.

3.2.4 READYMADE GARMENTS

Readymade Garments account for approximately 45% of the country's total textiles exports. During the year 2004–2005, Readymade Garment exports were US\$ 6 billion, recording an increase of 4.1% as compared to the corresponding period of 2003-04. During 2005-2006 the Readymade Garment exports have amounted to US\$ 7.75 billion, recording an increase of 28.69 % over the exports during 2004-2005.

During the first quarter of 2006-2007 the Readymade Garment exports have amounted to US\$ 2.17 billion, recording an

increase of 15.70% over the exports during the corresponding period of 2005-2006.

In general, India contributes to about 25% share in the world trade of cotton yarn. India, the world's third-largest producer of cotton and second- largest producer of cotton yarns and textiles, is poised to play an increasingly important role in global cotton and textile markets as a result of domestic and multilateral policy reform. Indian textile industry contributes about 22 % to the world spindleage and about 6 % to the world rotor capacity installed. India has second highest spindleage in the world after China with an installed capacity of 38.60 Million

India is one of the largest consumers of cotton in the world, ranking second to China in production of cotton yarn and fabrics and first in installed spinning and weaving capacity. Total consumption of cotton/ man-made fibers and filament yarns is 5155 Million Kg (2004-05) .Through export friendly government policies and positive efforts by the exporting community, textile exports increased substantially from USD 7.55 Billion in 1993-94 to USD 17 Billion in 2005-06. The ready made garment sector is the biggest segment in the India's textile export basket contributing over 46% of the total textile exports. Exports have grown at an average of 9.47% p.a over the last decade. Export target in textile at USD 50 Billion by 2010.

3.2.5 ABOUT THE CITY

Tirupur is an important trade centre of India which is

which is known as “The Manchester of South India”. Tirupur is a major source of Foreign Exchange for the country because of its exports. It is famous for the export of all the knitted garment wears such as T-Shirts, Polo-Shirts, Sweat Shirts, Banyans, Pajamas & Night dresses on various fabrics like Jersey, Interlock, fleece, RIB, Drop needle etc...Tirupur, in TamilNadu, (located 55km to the east of Coimbatore city) accounts for 90% of India’s cotton knitwear export, worth an estimated Rs. 4000 crores. But it is severely handicapped by poor infrastructure. Exports from Tirupur are under threat due to the critical issues of environment pollution and child labour. The slow process of infrastructure development is also coming in the way of this town acquiring the image of a prestigious and mature international knitwear center.

Most Tirupur entrepreneurs are satisfied with catering to the lower end of the market on the contract manufacturing basis. Tirupur is basically a traditional center for cotton ginning. Its export boom began in the late 1980s and the entire populace now depends on its viability as an export center. It earns an annual income of \$800 million plus in foreign exchange.

3.2.6 NEW TIRUPUR- NETHAJI APPAREL PARK

In 2002 the Ministry of textiles, Government of India gave its approval for the creation of a world class Apparel park to boost the exports of apparel. Mr. A. Sakthivel, President TEA seized the opportunity and envisaged a big project for the establishment of the unique Apparel park. The result of which is Nethaji Apparel Park.

(NAP)The park has 53 companies manufacturing knitwear for exports. The Apparel Park has the design of production facilities as in European Union countries and USA with the basic of creating a world class knitwear manufacturing facilities. The work was completed in January 2005. The total cost worked out to Rs. 250 crores.

3.2.7 CHALLENGES FOR INDIAN TEXTILE INDUSTRIES:

- Competition in Domestic Market
- Need to improve the Working Conditions of the people who are involved in this profession.
- Need to revamp Consumer Consciousness
- Tackle Chinese Aggression over the International Market.

3.2.8 EXPORTS

Exports of textiles (including garments) from India are worth around US \$14 billion of which the share of garments is close to US\$. 6.5 billion. The country is aiming at an exchange earning of \$50 billion by 2010. At the current rate, the country bids fair to reach the target.

3.2.10 REFORMS AND THE FUTURE

Government has taken active steps to develop Apparel Park for overall growth of textile sector, Setting up Textile Industries oriented SEZs. Starting up new courses like Textile Manufacturing and

Textile Technology at ITIs and Engineering Institutes, Liberalized labour laws, tax and other benefits of a Special Economic Zone need to be implemented, Access to high quality and cost-effective manpower, Excellent connectivity by road, rail air and ports, Single-window clearance.

The Indian textile industry (including garments) is just emerging from the shadows of a debilitating quota system, a system which only skewed production for as long as ten years without any reward in return. Government of India is going full steam on economic reforms. To begin with, government has steadily raised the ceiling for investment in plant and machinery of a unit from Rs 1 crore (i.e. US \$0.23 million) to Rs 4 crore (i.e. US\$ 0.91 million) for the unit to be considered as a unit in the small-scale sector. Insofar as garments are concerned the government, realizing its potential, has removed both the woven and knitted sectors from the limits fixed for the small-scale sector. This has resulted in investments flowing into this sector. Expansion of units by adding to capacity or by mergers are in full swing.

Amalgamations are the order of the day in the woven garment sector. Backward and forward integrations in the spinning and knitted garment sectors are in evidence, both with the object of ensuring a steady supply of inputs as well as to add value. Foreign Direct Investment (FDI) has been permitted in the garment sector in the shape of joint ventures. FDI in retail is almost on the cards but, for the present, the franchise route is favoured.

Data Analysis & Interpretations

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

COMMUNICATION

The communication plays a key pivotal role but in the garment factories, the communication is preplanned and they are not spending much time in framing questions to extract valuable information. The importance of communication in garment industries lies especially in communicating the daily production schedule and the design changes during the production time.

Table 4.1.1 Percentage of frequencies for the behavioral statements

SI.NO	Behavioral statements	Percentage of frequency	
1	Communicate instructions and verify understanding	Daily	100
2	Identify communication problems and initiate improvement	Not at all	18
		Weekly	21
		Daily	35
		As necessary	26
3	Use appropriate methods using available technology	Not at all	15
		Rarely	6
		Weekly	21
		Daily	38
		As necessary	21
4	Design question to extract valuable information	Not at all	85
		Daily	15

INTERPRETATION:

The findings portray the highest frequency for 'not at all' for designing questions. The importance of keeping updated and also to make

the statements communicating instructions and verify understanding has gained higher frequency for 'daily' and also the statements 2 and 3 are having 'daily' as highest frequency.

PLANNING AND ORGANIZING

Resource utilization plays a vital role in deciding the profit of the firm. Decentralization of work is important to have the tasks completed in time. For all these, it requires planning and organizing.

Table 4.1.2 Percentage of frequencies for the behavioral statements

SI.No	Behavioral statements	Percentage of frequency	
		Frequency	Percentage
1	Create contingency plans to maintain consistent service	Not at all	21
		Rarely	15
		Weekly	24
		Daily	41
2	Allocate resources optimally to achieve work/unit related	Not at all	29
		Rarely	9
		Weekly	3
		Daily	59
3	Ensure that work is completed in a timely manner	Rarely	6
		Daily	94
4	Distribute work among subordinate effectively to achieve	Not at all	26
		Rarely	12
		Weekly	15
		Daily	47

INTERPRETATION:

Resource utilization has been gaining the high frequency for

statements because the firm is planning in prior all the activities to avoid separate contingency planning.

INTER PERSONAL SKILLS

When the interpersonal skills of the top management team shows a positive intent, employee satisfaction will arise and determines the firm's success. A distressed employee gives lesser productivity while appreciating their individual capability will rise their morale and ensures their active participation in the firm's activities.

Table 4.1.3 Percentage of frequencies for the behavioral statements

Sl.No	Behavioral statements	Percentage of frequency	
1	Encourage differing points of view, collaboration and consensus building	Not at all	32
		As necessary	3
		Daily	65
2	Provide timely feedback	Rarely	18
		Daily	65
		Not at all	3
		As necessary	14
3	Appreciate individual difference	Not at all	21
		Daily	68
		As necessary	12
4	Recognize and minimize stressful situation	Not at all	12
		Rarely	9
		Daily	65
		As necessary	15
5	Provide counseling	Not at all	15
		Rarely	18
		Daily	56
		As necessary	12

INTERPRETATION:

The interpersonal skills are acquiring the highest percentage of frequency for 'daily' for appreciating individual indifference and also for providing timely feedback for all the behavioral statements.

CUSTOMER FOCUSED SERVICE

The driving factor for the entire world market is the customers. The buyers are the customers for the garments industry. The buyers are the root cause for their business. Especially getting customer feedback and improving the services is vital in determining the growth of the company.

Table 4.1.4 Percentage of frequencies for the behavioral statements

SI.No	Behavioral statements	Percentage of frequency	
1	Seek and use customer feedback to improve services	Not at all	21
		Daily	79
2	Monitor compliance with customer service standard	Not at all	6
		Rarely	12
		Daily	82
3	Recognize exceptional customer service behavior	Not at all	41
		Daily	59

INTERPRETATION:

The customer focused service related behavioral statements like using the customer feedback to improve services and monitoring customer service standards has got the highest percentage of frequency for 'daily'.

LEADERSHIP

A healthy leadership is a must for any sound organization. The important skills required for a leader are mentoring, coaching, ensuring safety and healthy working conditions in a garments factory. It is essential that leader should be the best out of the lot, since the industry faces lot of external and internal challenges on a daily basis.

Table 4.1.5 Percentage of frequencies for the behavioral statements

Sl.No	Behavioral statements	Percentage of frequency	
1	Reinforce high standard of professional behavior	Not at all	53
		Weekly	3
		Daily	44
2	Mentor and coach	Not at all	12
		Daily	79
		As necessary	9
3	Address employee performance issues appropriately	Not at all	35
		Rarely	21
		Daily	9
		As necessary	18
4	Empower employee to assume greater responsibility	Not at all	21
		Weekly	3
		Rarely	76
5	Ensure safe and healthy working condition	Not at all	3
		Rarely	3
		Daily	94

INTERPRETATION:

Most of the employees involved are not educated much, hence the mentoring and coaching behavioral statement gains highest frequency for 'daily'. Since this is a proprietor based organization, the leader will not opt for decentralization of authority. Therefore the employee empowerment has acquired highest percentage of frequency for 'rarely'.

FLEXIBILITY

Flexibility based manufacturing system is the best for the firms operating in India due to unaccustomed political position, undesired natural calamities, customer interests, etc., especially for a garment industry, it is a must in order to tame the shortage of labour, work timings because of more production requirements at a stretch, etc.,

Table 4.1.6 Percentage of frequencies for the behavioral statements

SI.No	Behavioral statements	Percentage of frequency	
1	Change work/unit priorities	Daily	59
		As necessary	41
2	Prepare subordinate to meet changing demand of service	Not at all	15
		Rarely	9
		Daily	71
		As necessary	6

INTERPRETATION:

Thus flexibility as a competence is required for both the individuals and the organization to have a healthy relationship among employees and the supervisor and also between the company and the buyer. Hence the two behavioral statements for flexibility acquires highest percentage of frequency for 'daily'.

REASONING

Decision making is the important element in the management. For decision making and for the problem solving it is inevitable to have good reasoning skills. In a garment industry, the changes are so frequent, the instant decision making is essential.

Table 4.1.7 Percentage of frequencies for the behavioral statements

SI.No	Behavioral statements	Percentage of frequency	
1	Evaluate impacts of decision	Not at all	29
		Daily	71
2	Interpret information through use of appropriate tools	Not at all	51
		Daily	49
3	Evaluate competing demands to set priority	Not at all	53
		Daily	44
4	Identify, analyze and provide solutions to problems	Daily	100

INTERPRETATION:

The process of identifying, analyzing and providing solutions to problems is one of the important aspects of reasoning; hence it acquires the highest percentage of frequency for 'daily'. Whereas the other statements are not important on the daily basis as interpreting information using the tools are required only for the long term planning purposes only.

INNOVATION

Innovation management is the demand of the time. Every organization tries to innovate things and tries to achieve a competitive edge over others. In a garments industry, it is essential to be innovative for reducing the time of production and also for the better cost effectiveness. Hence the organizations are encouraging and involving new innovative ideas in their routine production and in the administrative activities.

Table 4.1.8 Percentage of frequencies for the behavioral statements

Sl.No	Behavioral statements	Percentage of frequency	
1	Include new ideas and solutions into work challenges	Not at all	14
		Daily	71
		As necessary	15
2	Encourage others to develop new ideas	Not at all	18
		Rarely	9
		Daily	74
3	Challenge existing practices and find more relevant solution	Not at all	18
		Rarely	18
		Daily	59

INTERPRETATION:

The behavioral statements of innovation such as including new ideas in the daily work challenges and making the employees innovative attains the highest frequency of percentage for 'daily'.

4.2 COMPETENCY RATIO

4.2.1 INTRODUCTION FOR CALCULATING COMPETENCY RATIO

The competency ratio is used to identify the competency level of the supervisors and to prioritize the supervisors using this ratio. From the identified competencies, the manager of the respective departments are asked to rate the expected competency level for each competencies based on five point scale. The managers are then asked to rate the existing competency level of each supervisors.

The competency ratio is calculated by comparing the sum of values of each existing competencies and the sum of values of the expected competencies. The supervisors having the highest competence have been identified from the competency ratio.

$$\text{Competency Ratio} = \frac{\text{Sum of existing competency values}}{\text{Sum of expected competency values}}$$



P-2501

Example:

The competency ratio for supervisor A in Knitting department.

Existing competency value = 43

Expected competency value = 46

$$\text{Competency ratio} = \frac{43}{46} = 0.93$$

This ratio shows the supervisor A has been close to the expected

Table 4.2.1 Competency ratios for Knitting

COMPETENCIES	Position	A	B	C	D
Ability to coach subordinates	3	3	3	3	3
Ability to maintain safe and conducive work environment	4	3	2	3	2
Ability to conform to customer service standard	4	3	2	3	2
Ability to seek and use customer feedback to improve services	4	4	2	4	2
Ability to appreciate and encourage subordinates	4	4	2	4	2
Ability to provide timely feedback	4	3	1	3	1
Ability to plan to maintain consistent service delivery	4	3	2	3	2
Ability to allocate resources optimally to achieve results	4	4	2	4	2
Ability to distribute work among subordinates effectively	3	3	2	3	2
Ability to recognise, analyse and provide solutions to problems	3	3	2	3	2
Ability to include new ideas and solutions into work challenges	3	3	3	3	3
Ability to communicate information clearly	3	3	3	3	3
Ability to change work/unit priorities	3	3	1	3	1
	46	43	27	41	27
RATIO	1	0.93	0.59	0.89	0.59

The above table shows person A and C are having the highest competency ratio.

Table 4.2.2 Competency ratios for Pattern Making

COMPETENCIES	Position	A	B
Ability to coach subordinates	5	5	2
Ability to maintain safe and conducive work environment	5	4	3
Ability to conform to customer service standard	4	4	4
Ability to seek and use customer feedback to improve services	5	5	3
Ability to appreciate and encourage subordinates	5	5	4
Ability to provide timely feedback	5	4	4
Ability to plan to maintain consistent service delivery	4	4	4
Ability to allocate resources optimally to achieve results	5	5	3
Ability to distribute work among subordinates effectively	4	4	4
Ability to recognise, analyse and provide solutions to problems	5	5	4
Ability to include new ideas and solutions into work challenges	4	4	4
Ability to communicate information clearly	5	4	4
Ability to change work/unit priorities	5	5	5
	61	58	48
RATIO	1	0.95	0.79

The above table shows person A is having the highest competency ratio.

Table 4.2.3 Competency ratios for Cutting

COMPETENCIES	Position	A	B	C	D	E
Ability to coach subordinates	5	3	2	1	4	3
Ability to maintain safe and conducive work environment	4	4	3	3	3	4
Ability to conform to customer service standard	5	4	3	2	3	4
Ability to seek and use customer feedback to improve services	5	3	3	2	3	4
Ability to appreciate and encourage subordinates	4	3	3	2	3	3
Ability to provide timely feedback	5	3	2	2	3	4
Ability to plan to maintain consistent service delivery	4	4	2	2	3	3
Ability to allocate resources optimally to achieve results	5	4	3	2	4	4
Ability to distribute work among subordinates effectively	5	3	3	2	4	3
Ability to recognise, analyse and provide solutions to problems	5	3	3	1	4	4
Ability to include new ideas and solutions into work challenges	5	3	3	2	3	4
Ability to communicate information clearly	4	4	3	2	4	4
Ability to change work/unit priorities	4	4	3	2	4	4
	60	45	36	25	45	48
RATIO	1	0.75	0.60	0.42	0.75	0.80

The above table shows person A,C and E are having the highest competency ratio.

Table 4.2.4 Competency ratios for Stitching

COMPETENCIES	Position	A	B	C	D	E	F
Ability to coach subordinates	5	5	3	4	4	4	3
Ability to maintain safe and conducive work environment	5	4	3	4	4	4	3
Ability to conform to customer service standard	4	3	2	4	4	4	3
Ability to seek and use customer feedback to improve services	4	3	3	4	4	3	3
Ability to appreciate and encourage subordinates	4	3	2	3	3	3	3
Ability to provide timely feedback	5	3	2	3	3	2	2
Ability to plan to maintain consistent service delivery	4	4	3	4	4	3	3
Ability to allocate resources optimally to achieve results	5	5	3	4	4	3	3
Ability to distribute work among subordinates effectively	5	4	2	4	4	3	3
Ability to recognise, analyse and provide solutions to problems	4	4	3	4	4	2	2
Ability to include new ideas and solutions into work challenges	3	3	2	3	3	3	2
Ability to communicate information clearly	5	4	2	3	4	2	2
Ability to change work/unit priorities	4	4	2	4	4	2	2
	57	49	32	48	49	38	34
RATIO	1	0.86	0.56	0.84	0.86	0.67	0.60

The above table shows person A,C and D are having the highest competency ratio.

Table 4.2.5 Competency ratios for Printing

COMPETENCIES	Posi tion	A	B	C	D
Ability to coach subordinates	4	3	2	2	4
Ability to maintain safe and conducive work environment	4	3	4	1	4
Ability to conform to customer service standard	5	3	3	1	5
Ability to seek and use customer feedback to improve services	4	3	2	3	4
Ability to appreciate and encourage subordinates	3	3	3	2	3
Ability to provide timely feedback	4	3	4	2	4
Ability to plan to maintain consistent service delivery	5	3	2	2	3
Ability to allocate resources optimally to achieve results	5	4	3	2	3
Ability to distribute work among subordinates effectively	3	3	2	2	3
Ability to recognise, analyse and provide solutions to problems	4	3	3	3	3
Ability to include new ideas and solutions into work challenges	5	3	3	3	3
Ability to communicate information clearly	5	3	3	4	5
Ability to change work/unit priorities	4	3	4	1	3
	55	40	38	28	47
RATIO	1	0.73	0.69	0.51	0.85

The above table shows person A and D are having the highest competency ratio.

Table 4.2.6 Competency ratios for Checking

COMPETENCIES	Position	A	B	C	D	E
Ability to coach subordinates	4	3	2	1	2	2
Ability to maintain safe and conducive work environment	4	2	2	2	4	4
Ability to conform to customer service standard	3	3	2	2	3	3
Ability to seek and use customer feedback to improve services	2	2	2	1	2	2
Ability to appreciate and encourage subordinates	4	2	2	1	3	2
Ability to provide timely feedback	3	3	2	2	3	2
Ability to plan to maintain consistent service delivery	3	2	1	2	3	2
Ability to allocate resources optimally to achieve results	3	2	2	2	3	3
Ability to distribute work among subordinates effectively	4	2	2	3	3	2
Ability to recognise, analyse and provide solutions to problems	4	4	1	1	3	3
Ability to include new ideas and solutions into work challenges	4	4	2	2	3	2
Ability to communicate information clearly	4	3	2	3	3	3
Ability to change work/unit priorities	3	2	1	3	3	2
	45	40	25	30	44	35
RATIO	1	0.89	0.56	0.67	0.98	0.78

The above table shows person A and D are having the highest

Table 4.2.7 Competency ratios for Ironing

COMPETENCIES	Position	A	B	C	D
Ability to coach subordinates	5	4	4	3	3
Ability to maintain safe and conducive work environment	5	4	4	3	3
Ability to conform to customer service standard	5	4	4	3	3
Ability to seek and use customer feedback to improve services	5	4	4	3	3
Ability to appreciate and encourage subordinates	4	3	4	3	3
Ability to provide timely feedback	4	3	4	3	3
Ability to plan to maintain consistent service delivery	4	4	4	3	3
Ability to allocate resources optimally to achieve results	4	4	4	3	3
Ability to distribute work among subordinates effectively	4	4	4	3	3
Ability to recognise, analyse and provide solutions to problems	4	3	4	3	3
Ability to include new ideas and solutions into work challenges	3	3	4	3	3
Ability to communicate information clearly	5	5	4	3	3
Ability to change work/unit priorities	4	4	4	3	3
	56	49	52	39	39
RATIO	1	0.88	0.93	0.70	0.70

The above table shows person A and B are having the highest competency ratio.

Table 4.2.8 Competency ratios for Packing

COMPETENCIES	Position	A	B	C	D
Ability to coach subordinates	5	4	4	3	4
Ability to maintain safe and conducive work environment	5	4	4	3.5	4
Ability to conform to customer service standard	5	4	4	3.5	4
Ability to seek and use customer feedback to improve services	5	4	4	3.5	4
Ability to appreciate and encourage subordinates	5	4	4	3.5	4
Ability to provide timely feedback	5	4	4	3	4
Ability to plan to maintain consistent service delivery	5	4	3.5	3.5	4
Ability to allocate resources optimally to achieve results	4	4	3.5	3	4
Ability to distribute work among subordinates effectively	5	4	4	4	4
Ability to recognise, analyse and provide solutions to problems	5	4	3	3	4
Ability to include new ideas and solutions into work challenges	4	4	3	2.5	4
Ability to communicate information clearly	5	4	3.5	3	4
Ability to change work/unit priorities	5	3.5	3.5	3	4
	63	51.5	48	42	52
RATIO	1	0.82	0.76	0.67	0.83

The above table shows person A and B are having the highest competency ratio.

4.3 COMPETENCY GAP ANALYSIS

4.3.1 INTRODUCTION TO COMPETENCY GAP ANALYSIS

The main objective of the negative gap analysis is to predict the gap between the expected and the actual competency values. It shows the areas of improvement required for the competencies for the supervisors in each department. The competency gap has been tabulated by performing the subtraction of the expected competency with the existing competency level.

Competency gap = Expected competency level - Existing competency level

Example:

Competency gap for supervisor A in Knitting department for the competency to Ability to coach subordinate

Expected competency level = 3

Existing competency level = 3

Competency gap = $3 - 3 = 0$

The negative gap value zero indicates the supervisor meeting the expected competency value.

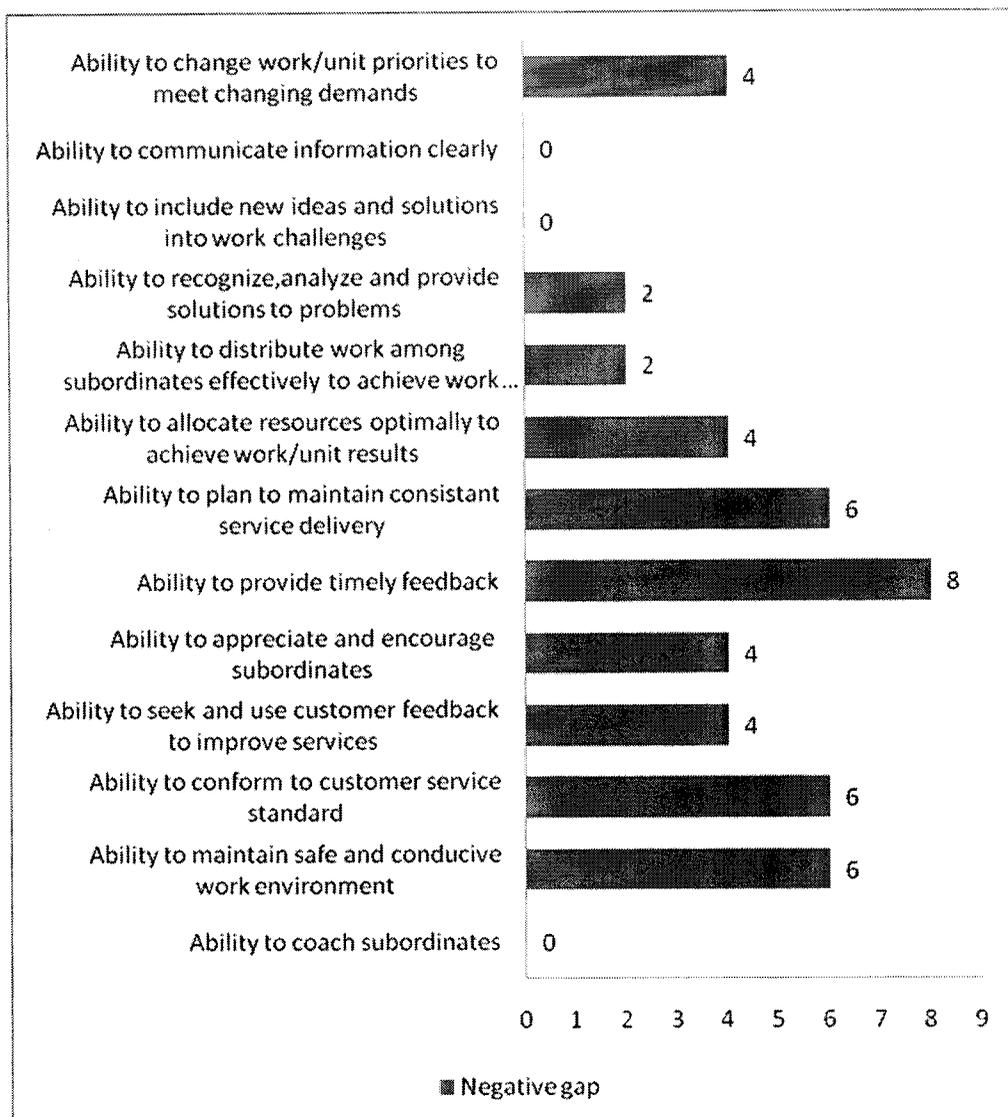
The negative gap graph has been charted using the competency gap tabulation by taking the negative gap on X axis and competencies on the Y axis. From this chart the competencies which has acquired more negative values has been identified. This helps to identify the critical competency that requires improvement in the respective departments.

Table 4.3.1 Competency gaps for Knitting

COMPETENCIES	A	B	C	D
Ability to coach subordinates	0	0	0	0
Ability to maintain safe and conducive work environment	1	2	1	2
Ability to conform to customer service standard	1	2	1	2
Ability to seek and use customer feedback to improve services	0	2	0	2
Ability to appreciate and encourage subordinates	0	2	0	2
Ability to provide timely feedback	1	3	1	3
Ability to plan to maintain consistent service delivery	1	2	1	2
Ability to allocate resources optimally to achieve work/unit results	0	2	0	2
Ability to distribute work among subordinates effectively to achieve work results	0	1	0	1
Ability to recognise, analyse and provide solutions to problems	0	1	0	1
Ability to include new ideas and solutions into work challenges	0	0	0	0
Ability to communicate information clearly	0	0	0	0
Ability to change work/unit priorities to meet changing demands	0	2	0	2
The number inside the matrix denotes the distance of the gap from the standard position value				

CHART 4.3.1

Negative gaps of Knitting



INTERPRETATION

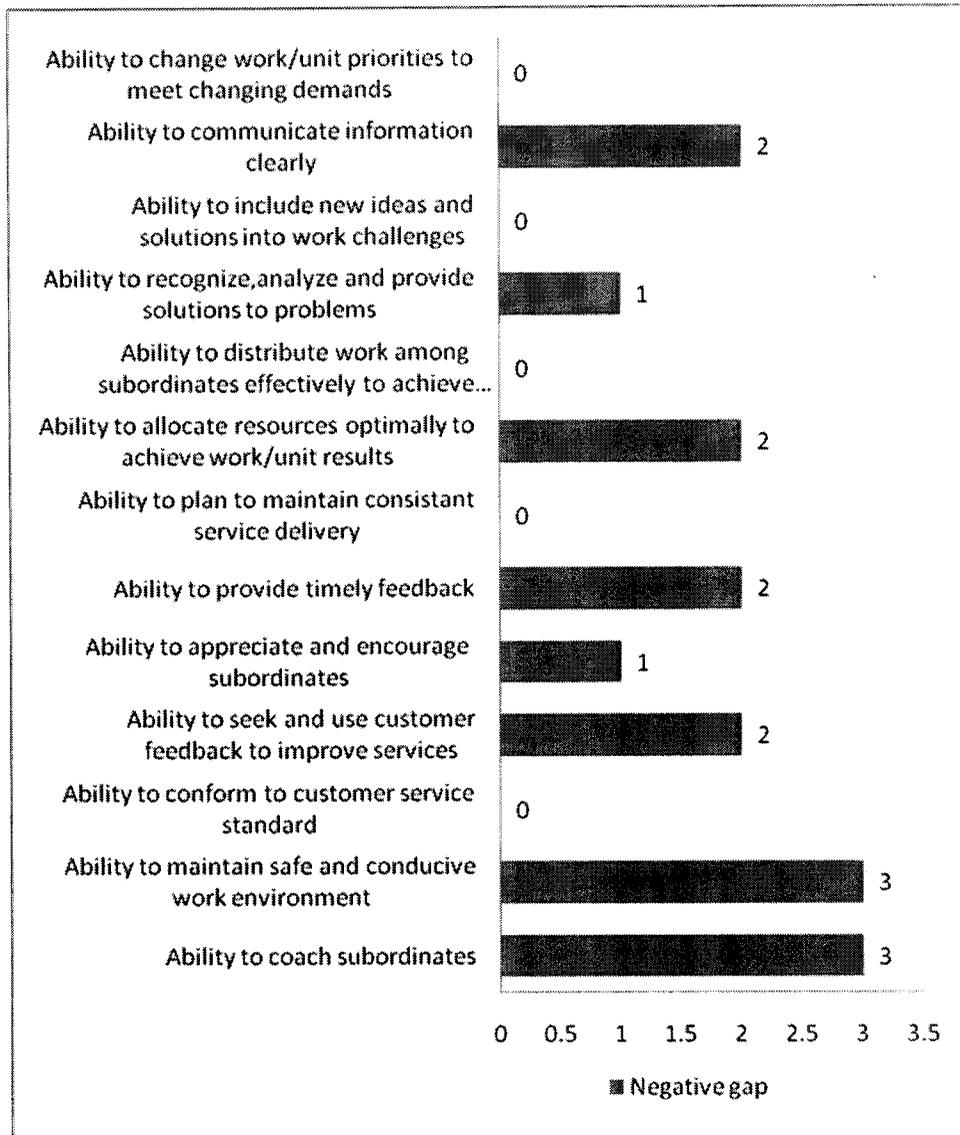
In this department, the negative gap is more for providing timely feedback. This shows the firm is not giving much importance in providing timely feedback. It also shows less interest in planning consistent delivery, conforming to customer service standards maintaining customer service standards. But the firm is showing much importance in effective communication, coaching subordinates and innovating things as these three

Table 4.3.2 Competency gaps for Pattern Making

COMPETENCIES	A	B
Ability to coach subordinates	0	3
Ability to maintain safe and conducive work environment	1	2
Ability to conform to customer service standard	0	0
Ability to seek and use customer feedback to improve services	0	2
Ability to appreciate and encourage subordinates	0	1
Ability to provide timely feedback	1	1
Ability to plan to maintain consistent service delivery	0	0
Ability to allocate resources optimally to achieve work/unit results	0	2
Ability to distribute work among subordinates effectively to achieve work results	0	0
Ability to recognise, analyse and provide solutions to problems	0	1
Ability to include new ideas and solutions into work challenges	0	0
Ability to communicate information clearly	1	1
Ability to change work/unit priorities to meet changing demands	0	0
The number inside the matrix denotes the distance of the gap from the standard value		

CHART 4.3.2

Negative gaps of Pattern Making

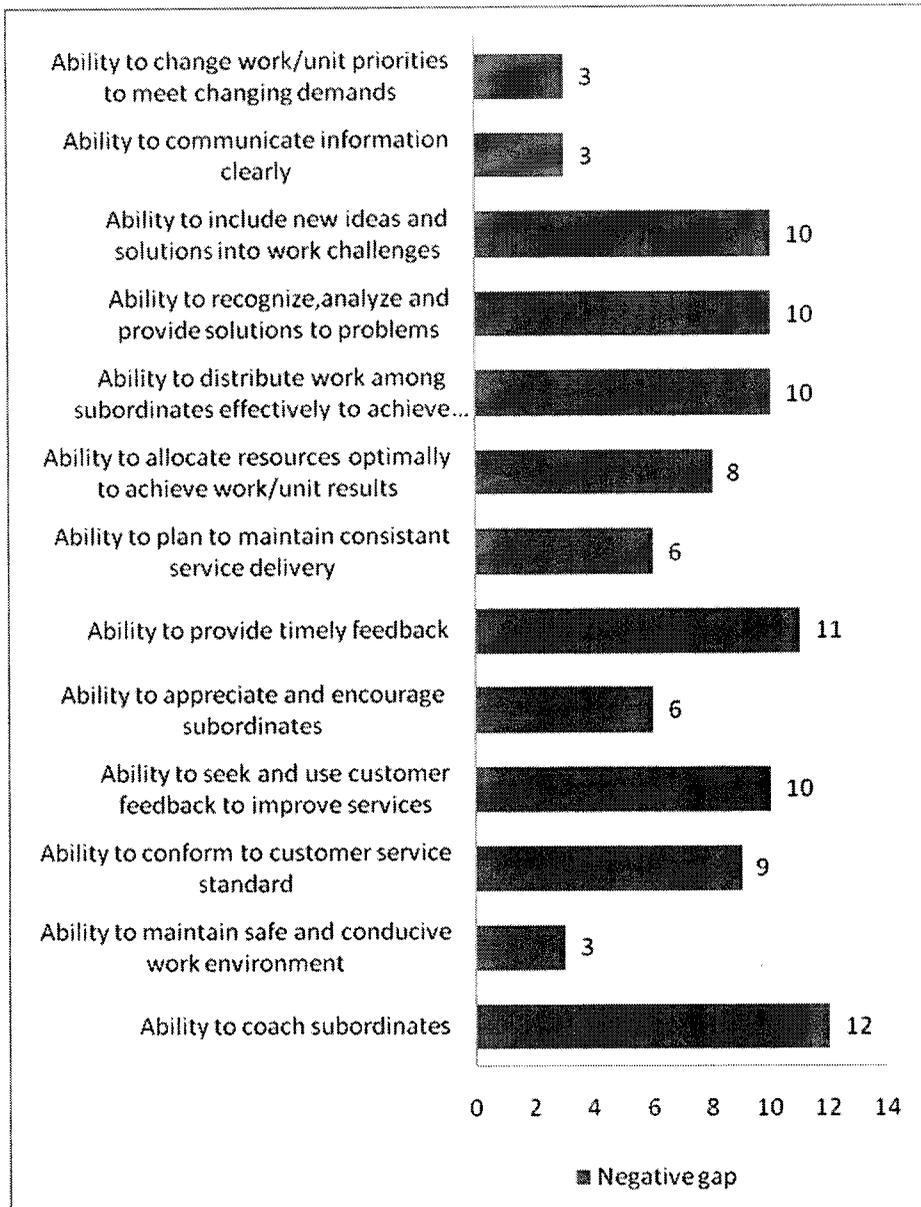


INTERPRETATION

The pattern making department decides the quality and the fate of the garment at the end of the process. Hence this department is not requiring higher negative gap values so, the firm is giving key importance in selecting suitable personnel and maintaining them. The ability to coach subordinates and maintaining the safety environment are the two areas the firm has to get on with the requirements. Apart from that all other aspects in this department

Table 4.3.3 Competency gaps for Cutting

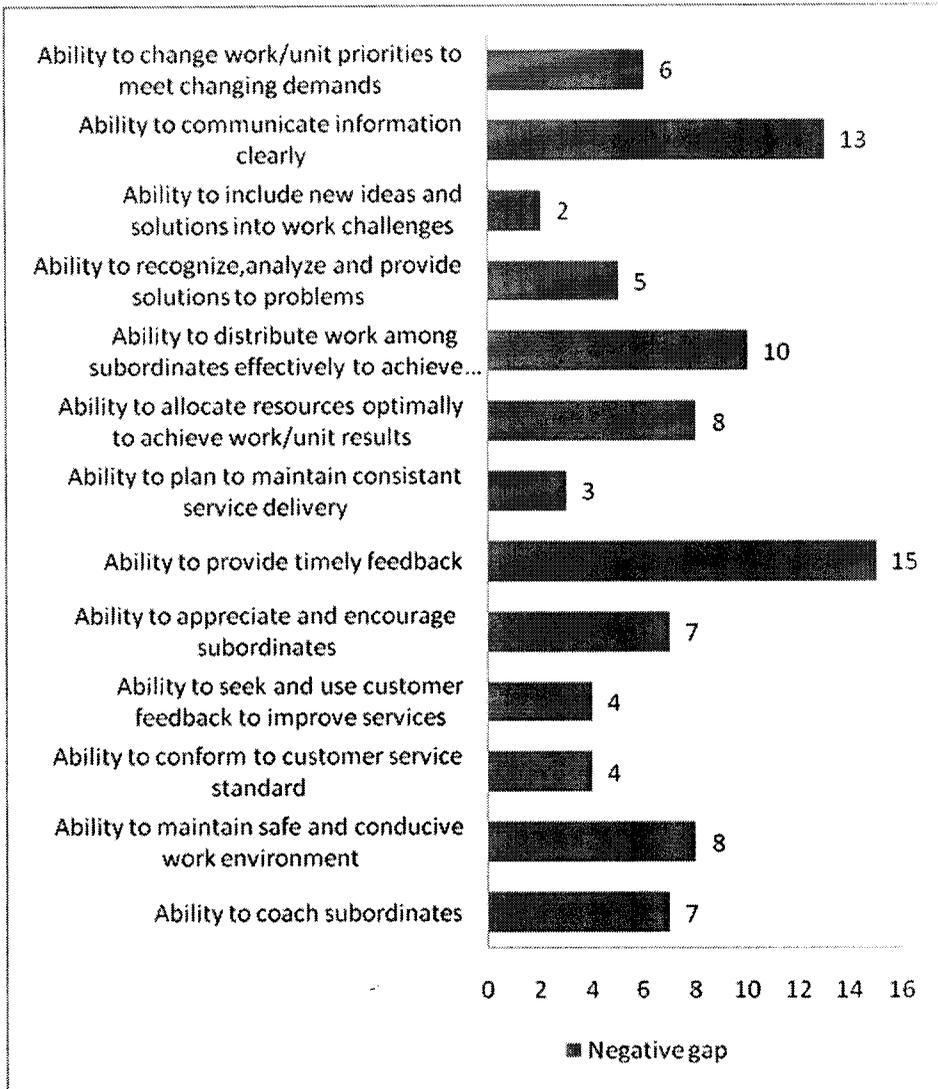
COMPETENCIES	A	B	C	D	E
Ability to coach subordinates	2	3	4	1	2
Ability to maintain safe and conducive work environment	0	1	1	1	0
Ability to conform to customer service standard	1	2	3	2	1
Ability to seek and use customer feedback to improve services	2	2	3	2	1
Ability to appreciate and encourage subordinates	1	1	2	1	1
Ability to provide timely feedback	2	3	3	2	1
Ability to plan to maintain consistent service delivery	0	2	2	1	1
Ability to allocate resources optimally to achieve work/unit results	1	2	3	1	1
Ability to distribute work among subordinates effectively to achieve work results	2	2	3	1	2
Ability to recognise, analyse and provide solutions to problems	2	2	4	1	1
Ability to include new ideas and solutions into work challenges	2	2	3	2	1
Ability to communicate information clearly	0	1	2	0	0
Ability to change work/unit priorities to meet changing demands	0	1	2	0	0
The number inside the matrix denotes the distance of the gap from the standard value					

CHART 4.3.3**Negative gaps of Cutting****INTERPRETATION**

The cutting department will decide the quantity of output to be produced on a day. Because of poor innovation, lack in distributing the work and coaching the subordinates, the department requires more care to improve them. Every aspect of this department has to be taken care to bring the negative gap values down in order for

Table 4.3.4 Competency gaps for Stitching

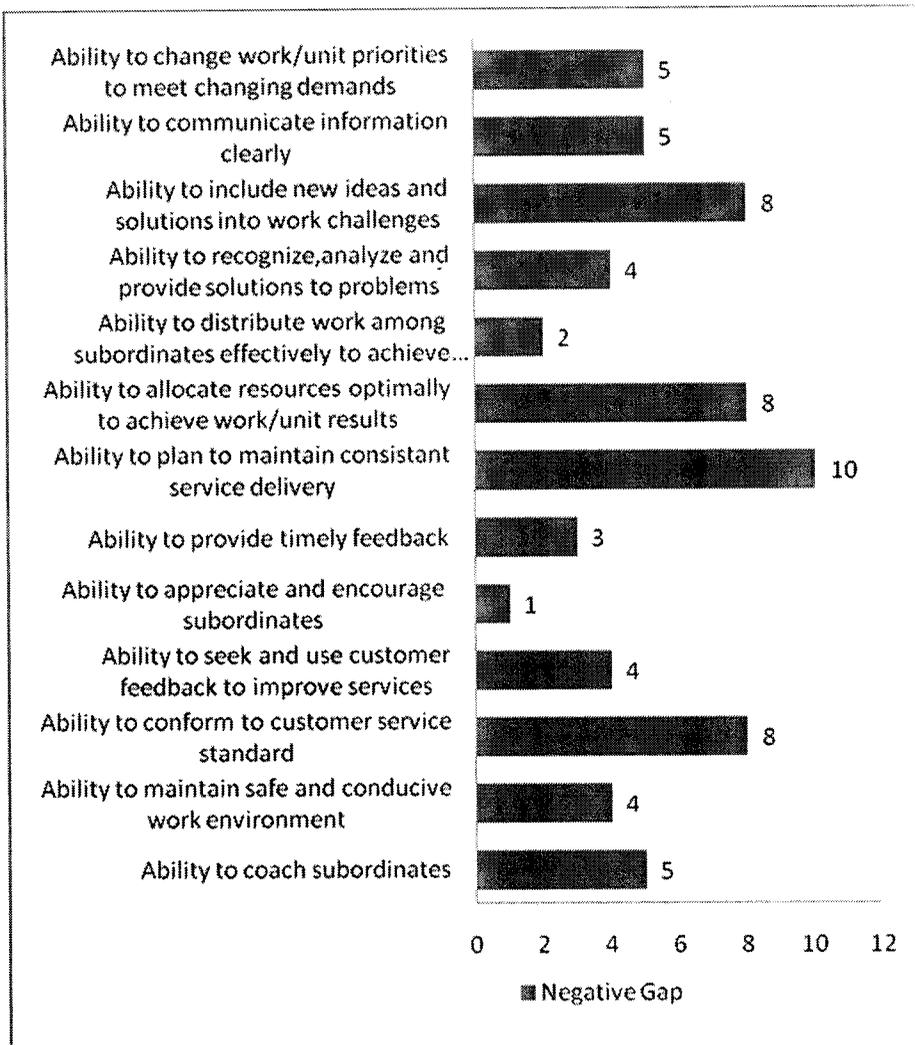
COMPETENCIES	A	B	C	D	E	F
Ability to coach subordinates	0	2	1	1	1	2
Ability to maintain safe and conducive work environment	1	2	1	1	1	2
Ability to conform to customer service standard	1	2	0	0	0	1
Ability to seek and use customer feedback to improve services	1	1	0	0	1	1
Ability to appreciate and encourage subordinates	1	2	1	1	1	1
Ability to provide timely feedback	2	3	2	2	3	3
Ability to plan to maintain consistent service delivery	0	1	0	0	1	1
Ability to allocate resources optimally to achieve work/unit results	0	2	1	1	2	2
Ability to distribute work among subordinates effectively to achieve work results	1	3	1	1	2	2
Ability to recognise, analyse and provide solutions to problems	0	1	0	0	2	2
Ability to include new ideas and solutions into work challenges	0	1	0	0	0	1
Ability to communicate information clearly	1	3	2	1	3	3
Ability to change work/unit priorities to meet changing demands	0	2	0	0	2	2
The number inside the matrix denotes the distance of the gap from the standard value						

CHART 4.3.4**Negative gaps of Stitching****INTERPRETATION**

The areas like providing timely feedback and communicating information has got higher negative gap values as the expectation are higher than the actual. This requires immediate attention of the firm. Eventhough the fields like innovations and maintaining consistent service delivery has got lesser negative gap values, they are not upto the requirement. Hence it requires more attention in this department to make it to the required level.

Table 4.3.5 Competency gaps for Printing

COMPETENCIES	A	B	C	D
Ability to coach subordinates	1	2	2	0
Ability to maintain safe and conducive work environment	1	0	3	0
Ability to conform to customer service standard	2	2	4	0
Ability to seek and use customer feedback to improve services	1	2	1	0
Ability to appreciate and encourage subordinates	0	0	1	0
Ability to provide timely feedback	1	0	2	0
Ability to plan to maintain consistent service delivery	2	3	3	2
Ability to allocate resources optimally to achieve work/unit results	1	2	3	2
Ability to distribute work among subordinates effectively to achieve work results	0	1	1	0
Ability to recognize, analyze and provide solutions to problems	1	1	1	1
Ability to include new ideas and solutions into work challenges	2	2	2	2
Ability to communicate information clearly	2	2	1	0
Ability to change work/unit priorities to meet changing demands	1	0	3	1
The number inside the matrix denotes the distance of the gap from the standard value				

CHART 4.3.5**Negative gaps of Printing****INTERPRETATION**

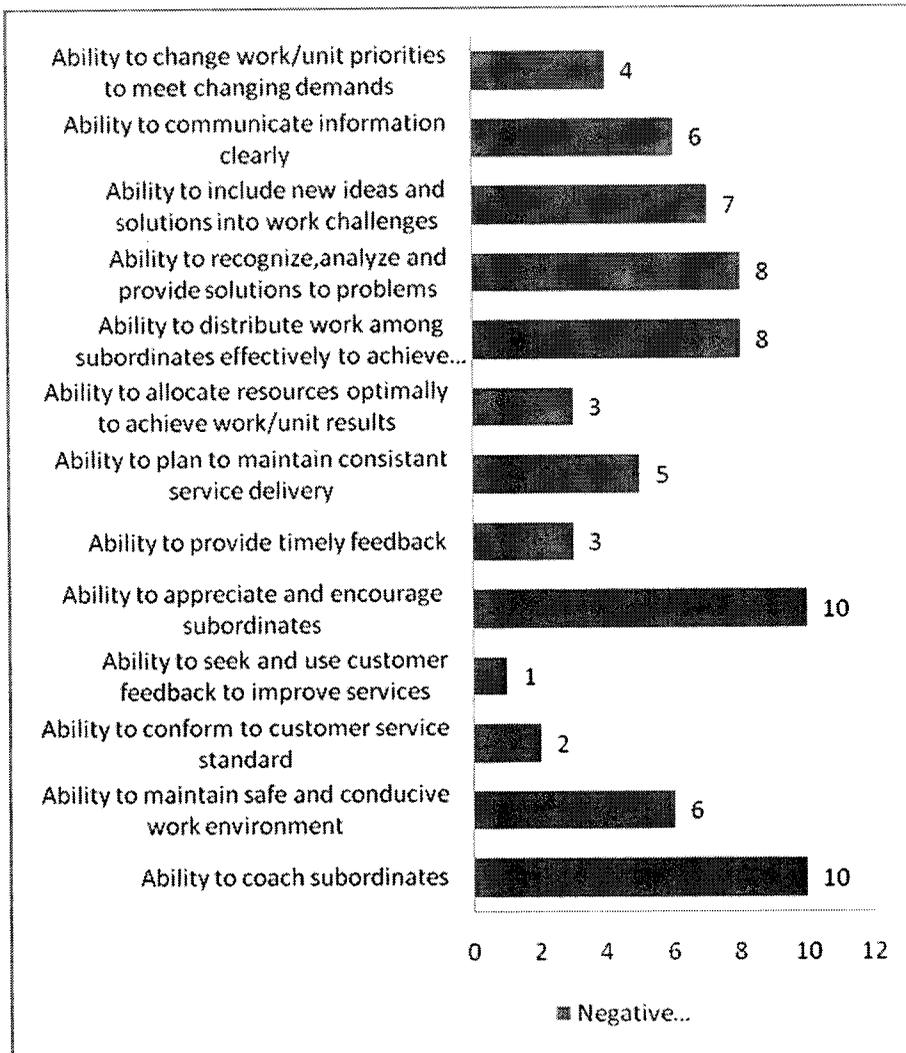
As this department is highly focused on production based on quantity rather than planned quantity, it finds difficult to maintain consistent service delivery to various customers. There is less scope for including newer ideas and innovations. So these fields got higher negative gap values. Though the ability to encourage employees and distributing work among subordinates have got reduced values, it has to be nullified to meet the expected level.

Table 4.3.6 Competency gaps for Checking

COMPETENCIES	A	B	C	D	E
Ability to coach subordinates	1	2	3	2	2
Ability to maintain safe and conducive work environment	2	2	2	0	0
Ability to conform to customer service standard	0	1	1	0	0
Ability to seek and use customer feedback to improve services	0	0	1	0	0
Ability to appreciate and encourage subordinates	2	2	3	1	2
Ability to provide timely feedback	0	1	1	0	1
Ability to plan to maintain consistent service delivery	1	2	1	0	1
Ability to allocate resources optimally to achieve work/unit results	1	1	1	0	0
Ability to distribute work among subordinates effectively to achieve work results	2	2	1	1	2
Ability to recognise, analyse and provide solutions to problems	0	3	3	1	1
Ability to include new ideas and solutions into work challenges	0	2	2	1	2
Ability to communicate information clearly	1	2	1	1	1
Ability to change work/unit priorities to meet changing demands	1	2	0	0	1
The number inside the matrix denotes the distance of the gap from the standard value					

CHART 4.3.6

Negative gaps of Checking

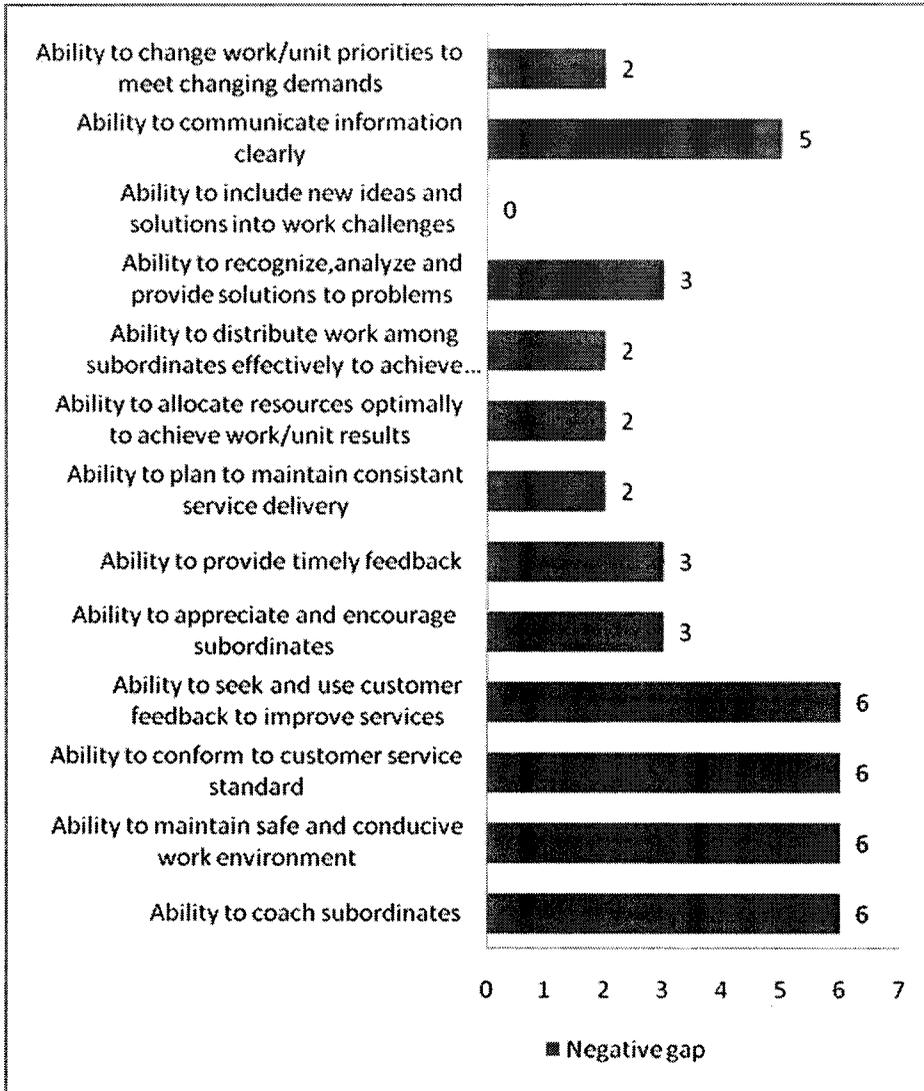


INTERPRETAION

The checking department has got the problem of encouraging and coaching subordinates. As the firm is also giving only moderate weightage to this department. As they are recruiting less skilled persons and not providing them the coaching and work assignments are the areas the firm has to improve upon. Customer standards and their feedbacks are given more weightage as they are all confirmed only during this phase of production process.

Table 4.3.7 Competency gaps for Ironing

COMPETENCIES	A	B	C	D
Ability to coach subordinates	1	1	2	2
Ability to maintain safe and conducive work environment	1	1	2	2
Ability to conform to customer service standard	1	1	2	2
Ability to seek and use customer feedback to improve services	1	1	2	2
Ability to appreciate and encourage subordinates	1	0	1	1
Ability to provide timely feedback	1	0	1	1
Ability to plan to maintain consistent service delivery	0	0	1	1
Ability to allocate resources optimally to achieve work/unit results	0	0	1	1
Ability to distribute work among subordinates effectively to achieve work results	0	0	1	1
Ability to recognise, analyse and provide solutions to problems	1	0	1	1
Ability to include new ideas and solutions into work challenges	0	0	0	0
Ability to communicate information clearly	0	1	2	2
Ability to change work/unit priorities to meet changing demands	0	0	1	1
The number inside the matrix denotes the distance of the gap from the standard value				

CHART 4.3.7**Negative gaps of Ironing****INTERPRETATION**

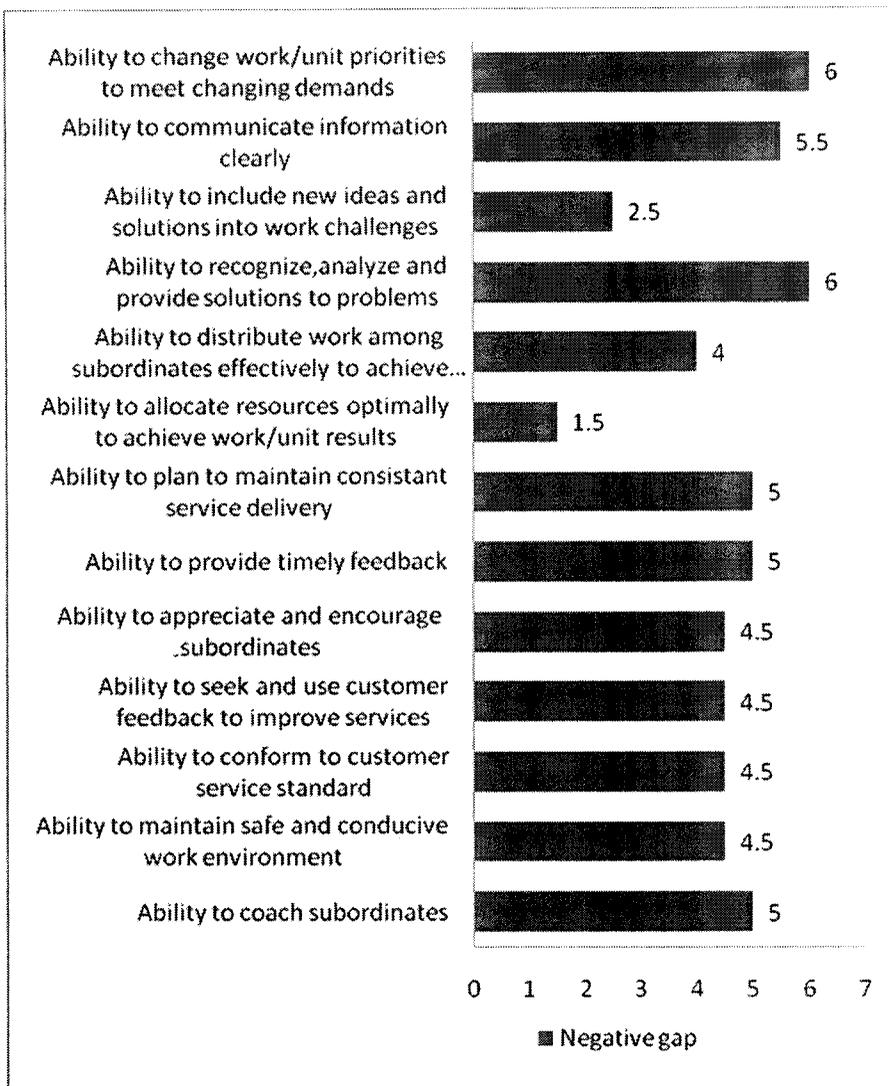
As this department requires only lesser innovations therefore the negative gap value is nil for this field. Apart from that the firm has got higher negative gap values for all the fields as the expectations are more when compared to the actual. Coaching and maintaining safety environment are the two key areas the firm has to concentrate more to bring down the gap between the expected and the actual.

Table 4.3.8 Competency gaps for Packing

COMPETENCIES	A	B	C	D
Ability to coach subordinates	1	1	2	1
Ability to maintain safe and conducive work environment	1	1	1.5	1
Ability to conform to customer service standard	1	1	1.5	1
Ability to seek and use customer feedback to improve services	1	1	1.5	1
Ability to appreciate and encourage subordinates	1	1	1.5	1
Ability to provide timely feedback	1	1	2	1
Ability to plan to maintain consistent service delivery	1	1.5	1.5	1
Ability to allocate resources optimally to achieve work/unit results	0	0.5	1	0
Ability to distribute work among subordinates effectively to achieve work results	1	1	1	1
Ability to recognise, analyse and provide solutions to problems	1	2	2	1
Ability to include new ideas and solutions into work challenges	0	1	1.5	0
Ability to communicate information clearly	1	1.5	2	1
Ability to change work/unit priorities to meet changing demands	1.5	1.5	2	1
The number inside the matrix denotes the distance of the gap from the standard value				

CHART 4.3.8

Negative gaps of Packing



INTERPRETATION

The packing department requires more knowledge in order to meet production requirements and solving problems in order to meet the customer specifications. Hence the expectation of the firm for this department is more. All the aspects of this department requires higher attention because of higher negative gap values. Though the fields like innovation and allocation of resources have got lesser negative gap

Conclusion

CHAPTER 5

CONCLUSIONS

Competency mapping is important and is an essential exercise. In good organizations competency mapping existed already. Competency mapping helps to find out the competency gap of employees and bridge the gap. Competency method can help to find, develop, motivate and retain superior performance .as per the findings majority of the responds are highly competent because, the existing competency mapping exercise of the organization is good.

5.1 Results & Findings

5.1.1 Distribution of Competency Ratio (Tables 4.2.1 - 4.2.8)

Table 5.1.1 Distribution of competency ratios

Range Of Competency Ratios	Number of supervisors
0.9 - 1.0	5
0.8 - 0.89	9
0.7 - 0.79	8
0.6 - 0.69	6
0.5 - 0.59	5
0.4 - 0.49	1

5.1.2 Competencies having highest negative gaps in Knitting

(Chart 4.3.1)

- Ability to provide timely feedback
- Ability to plan to maintain consistent service delivery
- Ability to conform to customer service standard
- Ability to maintain safe and conducive work environment

5.1.3 Competencies having highest negative gaps in Pattern Making

(Chart 4.3.2)

- Ability to maintain safe and conducive work environment
- Ability to coach subordinates

5.1.4 Competency having highest negative gaps in Cutting (Chart 4.3.3)

- Ability to coach subordinates
- Ability to provide timely feedback
- Ability to include new ideas and solutions into work challenges
- Ability to recognise, analyse and provide solutions to problems

5.1.5 Competency having highest negative gaps in Stitching

(Chart 4.3.4)

- Ability to provide timely feedback
- Ability to communicate information clearly
- Ability to distribute work among subordinates effectively to achieve work results.

5.1.6 Competencies having highest negative gaps in printing (Chart 4.3.5)

- Ability to plan to maintain consistent service delivery
- Ability to allocate resources optimally to achieve work/unit results
- Ability to include new ideas and solutions into work challenges
- Ability to conform to customer service standard

5.1.7 Competencies having highest negative gaps in Checking (Chart 4.3.6)

- Ability to appreciate and encourage subordinates
- Ability to coach subordinates
- Ability to recognise, analyse and provide solutions to problems
- Ability to distribute work among subordinates effectively to achieve work results.

5.1.8 Competency having highest negative gaps in Ironing (Chart 4.3.7)

- Ability to seek and use customer feedback to improve services
- Ability to conform to customer service standard
- Ability to maintain safe and conducive work environment

Ability to coach subordinates

5.1.9 Competencies having highest negative gaps in Packing

(Chart 4.3.8)

- Ability to change work/unit priorities to meet changing demands
- Ability to recognize, analyze and provide solutions to problems

5.2 CONSIDERED RECOMMENDATIONS

- The company shall utilize the study to conduct a similar study over all employee levels to identify the competencies among the candidates
- The company shall use the results of the study to identify the employees those who lack/ lag in such competencies and train them in suitable ways to attain the same.
- The company can use these results for job evolution process with the core competencies for the employees.
- Using the results of the job analysis the company can develop a competency based job description.
- Using competency will help guide the company to perform more objective evaluations based on displayed or not displayed behaviors.
- The research gives an HR manager a fairly good picture of an employee to see whether he or she needs to perform better or to move up a notch on the scale. Once the employee tops very stage at his level, he moves on to the next and begins there at the bottom-in short, he is promoted.
- This research is reasonably simple, though initially tedious method helps everybody to know what the real state of preparedness of an organization to handle new business (or its old one) because it has a real picture of a every incumbent in the organization.
- The research helps in determining the training and development needs and importantly it helps to encourage the best and develop the rest. A

Annexure

QUESTIONNAIRE

The purpose of this questionnaire is to study the competencies required for the supervisory position of the department concerned.

Name : _____

Age : a.) <25 b.) 25-35

c.) 36-40 d.) 41-45

e.) >45

Gender : a.) Male b.) Female

Monthly Income : a.) 6000-8000 b.) 8001-10000

c.) 10001-12000 d.) 12001-14000

d.) >14000

Educational qualification: _____

Dept/Job Position : _____

List down the major responsibilities of the job position:

Communication	How often do the position requires performing this activity (Rarely, Not at all, Weekly, Daily, As necessary)
Communicate instructions and verify understanding	
Identify communication problems and initiate improvements	
Use appropriate methods using available technology to collect and distribute information	
Design questions to exact valuable information	
What other competencies required for your position is missing in this domain?	
Planning and organizing	
Create contingency plans to maintain consistent service	

Allocate resources optimally to achieve work/unit goals	
Ensure that work is completed in a timely manner	
Distribute work among subordinate effectively to achieve work results	
What other competencies required for your position is missing in this domain?	
Interpersonal Skill	
Encourage differing points of view, collaboration and consensus building	
Provide timely feedback	
Appreciate individual differences	
Recognize and minimize stressful situation	
Provide counseling	
What other competencies required for your position is missing in this domain?	
Customer focused service	
Seek and use customer feedback to improve services	
Monitor compliance with customer service standard	
Recognize exceptional customer service behavior	
What other competencies required for your position is missing in this domain?	
Leadership	
Reinforce high standard of professional behavior	
Mentor and coach	
Address employee performance issues appropriately	
Empower employee to assume greater responsibility	
Ensure safe and healthy working condition	
What other competencies required for your position is missing in this domain?	

Flexibility	
Change work/unit priorities to meet changing demands	
Prepare subordinates to meet changing demands of service	
What other competencies required for your position is missing in this domain?	
Reasoning	
Evaluate impacts of decision	
Interpret information through use of appropriate tools and techniques	
Evaluate competing demands to set priority	
Identify, analyze and provide solutions to problems	
What other competencies required for your position is missing in this domain?	
Innovation	
Include new ideas and solutions into work challenges	
Encourage others to develop new ideas	
Challenge existing practices and find more relevant solutions	
What other competencies required for your position is missing in this domain?	

COMPETENCY MAPPING WORKSHEET

Name: _____
 Age: _____
 Gender: _____
 Educational qualification: _____
 Designation: _____

The competencies are rated on a scale of 1 to 5 where 1 constitutes low and five constitutes high for the
 Position – The competency level expected for the supervisory position
 Person – The competency level of the current occupant of the position

No	Competencies	Position					Person				
		1	2	3	4	5	1	2	3	4	5
1	Leadership & Maintaining safety Ability to coach subordinates										
	Ability to maintain safe and conducive work environment										
2	Customer Focus Ability to conform to customer service standard										
	Ability to seek and use customer feedback to improve services										
3	Interpersonal skills Ability to appreciate and encourage subordinates										
	Ability to provide timely feedback										
4	Planning and Organizing Ability to plan to maintain consistent service delivery										
	Ability to allocate resources optimally to achieve work/unit results										
	Ability to distribute work among subordinates effectively to achieve work results										
5	Problem solving Ability to recognize, analyze and provide solutions to problems										
6	Innovation Ability to include new ideas and solutions into work challenges										
7	Communication Ability to communicate information clearly										
8	Flexibility Ability to change work/unit priorities to meet changing demands										

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