A RESEARCH PAPER ON COMPETENCY PROFILING -- A CASE STUDY ON KYOCERA CORPORATION LIMITED

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Abstract
This research study has been conducted for Kyocera Wireless (India) Pvt. Ltd. The aim was to profile Competency for the employees of Kyocera". The objectives are to identify the specific competencies, types of competencies and levels of competencies required for the job. Also to link competencies with HR processes like orientation, training, promotion, evaluation and recognition. The another aim is to develop competency maps for employees to help design a job description that would act as an objective tool for communicating job requirements, hiring capable employees and training employees. The outcome of the study is the identification of the existing competencies of the employees as compare to the required ones and recommending the respective trainings.

Key Words: Competency, Job Analysis, Job Description, Competency Profiling.
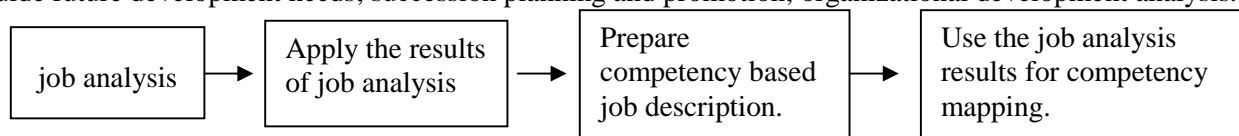
INTRODUCTION

Kyocera Corporation Limited is a global company renowned for its contribution in the world of quality electronic devices and parts such as fine ceramic components, semiconductor components, automotive components, electronic components, products for personal uses such as mobile phones, cameras/digital cameras, kitchen products, stationery, fine ceramic arts etc. Kyocera wireless (India) Pvt. Ltd has realized the potential in the Indian market of mobile handsets, the competition from the existing players i.e., from both GSM and CDMA as well and hence is trying to venture in the Indian market after reaching success in other parts of the world. As Indian market and Indian consumers are different from the other parts of the world, it is necessary right from the beginning to keep in mind, that the employees of KWI as a whole attain all the competencies that are required for a product company to reach great heights.

Kyocera International, Inc., is established as an American sales company (photo above right). The Kyocera Group is a diverse enterprise of 163 companies under the management of Kyocera Corporation. Through close collaboration, these companies work to maximize business opportunities for the entire group. Energized by the collective strength generated through networking, they move together as one global company dedicated to providing value to the world.

Competency Mapping is a process that identifies key competencies for an organization and /or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It could be defined as a behavior (i.e. communication, leadership) rather than a skill or ability. It is about identifying preferred behaviors and personal skills, which distinguish excellent and outstanding performance from the average.
A Competency is something that describes how a job might be done, excellently; a competence only describes what has to be done, not how.
The applications Competencies include: assessment during recruitment, through specific work-based exercises and relevant, validated, psychometric tests; assessment during further development; as a profile during assessment to guide future development needs; succession planning and promotion; organizational development analysis.

job analysis → Apply the results of job analysis → Prepare competency based job description. → Use the job analysis results for competency mapping.

Primary products of the firm include Consumer products like Mobile Phones, Cameras/Digital cameras, Solar Power Generating Systems for Home use, Kitchen Products / Stationery etc. **Office and professional products** of the firm include Printers / Digital Copiers (KYOCERAMITA), Wireless Network Systems, Medical and Dental Products, Solar Power Generating Systems for Public / Industrial use and System / Network Integration (KYOCERA Communication Systems). Firm also manufactures **Industrial products** like Free Ceramic Components, Semiconductor Components (Ceramic IC Packages / Module), Optoelectronic Products, Electronic Components Capacitors / Timing devices / Crystal Devices / Modules, Connectors (KYOCERA ELCO), LCDs, Cutting Tools, Solar Module etc.

Review of Literature

Sally Luce and Brian Lynch conducted a study on Competency- Frame work and tools. Their main purpose was to provide context for creating and reviewing, which includes competency based HR systems and subsystems-competency tools, tease part the vast competency literature, determine areas for further research and analysis. This does not examine literature on what competencies best fit what jobs (e.g., leadership, managerial competencies), best practices for developing a set of competencies, existing tools, activities, and services related to competencies in the public service. The orientation of the paper is competencies for what improvements – behaviour, results, and outcomes, Competencies with what else?–what other organizational systems, strategies, structures, necessary and sufficient for improvements?, Competencies for what needs?–different needs, assumptions drive very different applications of competencies. Their paper is based on different approaches such as Organizational Approach, HR Systems Approach, Team Approach, Individualistic Approach. (Source : http:// www.aja4hr.com / services /competency_modelling.shtml)

Managing IS Competencies: As IS organizations become leaner, IS competency management becomes a critical feature for applying the right human capital effectively and efficiently. As IS organizations look for ways to do more with less in tight economic times, they inevitably find that this is not possible. Instead, IS leaders must turn to ways to apply their resources more directly to the business strategies and to the IT functions that are most critical to the proper functioning of the enterprise's day-to-day operations. From a human capital standpoint, IS leaders need to know what organizational and individual employee competencies are most important, and how to nurture and maintain those competencies with the available resources. The process of aligning IS organizational and human competencies to the business are almost like building a process-oriented knowledge map, or a competency map. This map is dynamic and requires regular review and renewal, as the business demands on the enterprise change. ource : http://www3.gartner.com/resources/108300/108372/108372.pdf

Competency Feedback System: Beginning in the early part of the Industrial Psychology movement, methods were sought that could help managers perform one of their most difficult tasks: evaluating employee performance. Traditional performance evaluations were implemented, but halo effects soon rendered them not useful. Supervisors came to apply them in ways that served little additional purpose but to reinforce their single-point assessments. In an effort to add another level of review, peer-assessments were initially attempted. This trend lasted through several iterations, but with some of the same inadequacies. Impact was also felt from a variety of self-report measures (psychological tests, interest inventories, skill measures, etc.), with the addition of more observers.

Observations made from the use of both organizational surveys and employee opinion surveys also added an element to 360° assessments. They contributed by demonstrating the benefit of using a group of information providers to add to the accuracy of the obtained information. This new knowledge leads easily to the use of a focused, smaller group to voice observations and opinions concerning the individual or "self."

The 8 universal competencies
- **Communication** – Including the skills of listening to others, processing information and communicating effectively.

- **Leadership** – Covering the abilities of instilling trust, providing direction and delegating responsibility.
- **Adaptability** – Encompassing the skills of adjusting to circumstances and thinking creatively.
- **Relationships** – Assessing the capabilities to build relationships and facilitate team success.
- **Task Management** – Gauging the level of aptitude for working efficiently and competently.
- **Production** – Appraising the ability to initiate action and achieve results.
- **Development of Others** – Measuring proficiencies in cultivating individual talents and in motivating successfully.
- **Personal Development** – Including the behaviors of displaying commitment and seeking improvement.

These Universal Management Competencies were determined to be the most suitable based on the research completed by the design team. The individual survey questions were designed to define the actual measurable skills and behaviors for these competencies.

STATEMENT OF THE PROBLEM
This study aimed at finding the existing competencies of the employees, as well the desired ones which are required to help the company reach the top position in all aspects (product quality, features, sales, profit, customer satisfaction, etc….). The existing competency would then be compared with the desired ones to determine the delta and the required training thereof.

OBJECTIVES
1. To identify the specific competencies, types of competencies and levels of competencies required for the job.
2. To link competencies with HR processes like orientation, training, promotion, evaluation and recognition.
3. To develop competency maps for employees

SCOPE OF THE STUDY
Competency Mapping is a process that identifies key competencies for an organization and /or a job and incorporates those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. The study is limited to the employees of Kyocera Corporation Limited India.

LIMITATIONS OF THE STUDY
1. The sample size was restricted to availability.
2. For any employee or company, competency demand will be continuously increasing. As the expectations rise/change, the competencies need to be redefined on a regular basis. Thus, this model has to be modified frequently.

RESEARCH METHODOLOGY
Universe of the study   : 310 no.
Sample size   : 90 employees
Source of data   : secondary data from the published litterateur of the firm
                     and primary data from questionnaire.
Data collection tool and technique: A closed ended and structured questionnaire was designed and administered to the sample respondents.

COMPETENCY ANALYSIS AND INTERPRETATION
Core Competencies are the individual skills and expertise with respect to Communication, Interpersonal skills, Adaptability , Team work & Collaboration, Comprehension, Analytical Ability, Decision Making, Taking Ownership, Innovation, Planning & Organizing, Strategic Perspective, Initiative, Result Orientation, Drive, Business Understanding, and Customer Focus.The data was collected from the engineers, Senior Engineers and Team Leads/Managers.

Employee Matrix

| Category	Engineers	Senior engineers	Team Leads/Managers
Frequency	46	28	16
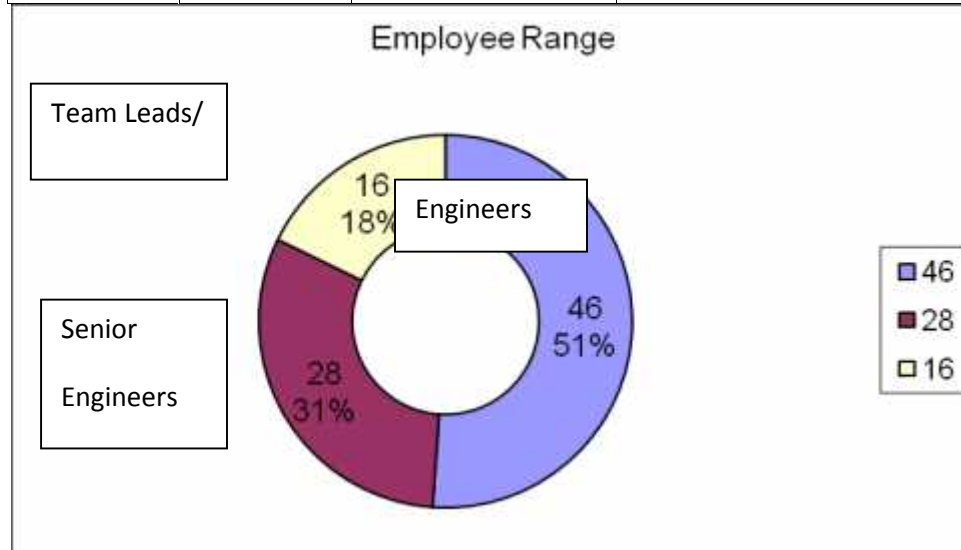
The sample contained 46 engineers, 28 senior engineers and 16 team leads/managers i.e., 51% of engineers, 31% of senior engineers and 18% of team leads / managers.

Absorbed level of each competence for 46 Engineers

Engineers' competency matrix

Sl. No.	Competency	Value
1	Communication	**3.04**
2	Interpersonal Skills	**3.06**
3	Adaptability	**3.45**
4	Team work and collaboration	**3.28**
5	Comprehension	**2.87**
6	Analytical ability	**2.82**
7	Decision making	**3.03**
8	Taking Ownership	**3.87**
9	Innovation	**3.78**
10	Planning and Organizing	**3.93**
11	Strategic erspective	**3.66**
12	Initiative	**3.86**
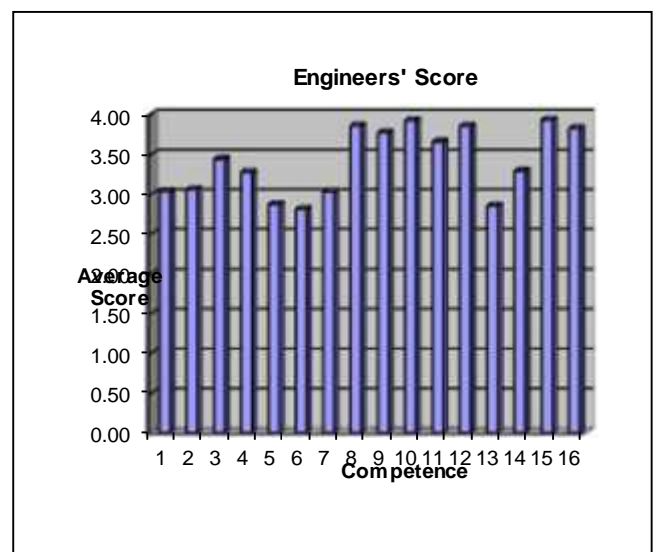
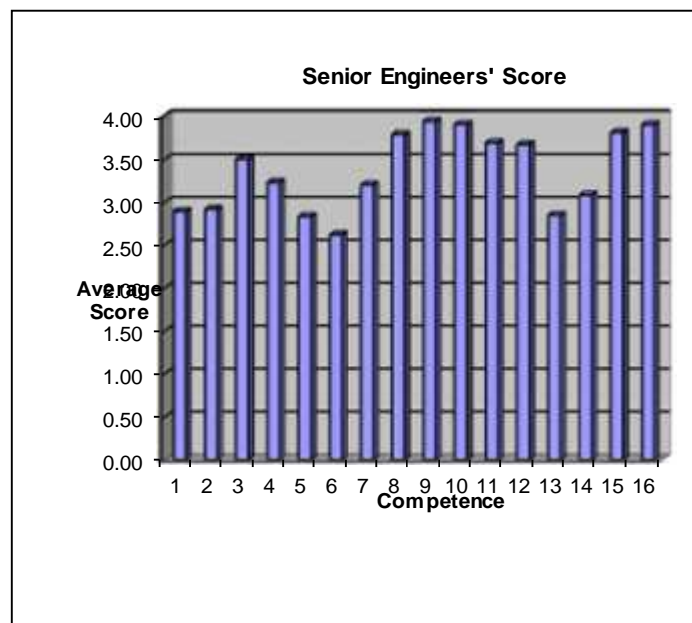| 13	Result Orientation	**2.86**
14	Drive	**3.29**
15	Business Understanding	**3.94**
16	Customer focus	**3.83**

Responses to the identified competencies by engineers
From the above chart we observe that the engineers are aware of Communication, Interpersonal Skills, Adaptability, Team Work and Collaboration, Decision making, Taking Ownership, Innovation, Planning and Organizing, Strategic Perspective, Initiative, Business Understanding, Customer Focus.
Responses to the identified competencies by Senior Engineers.

Senior Engineers' Competency matrix

Sl. No.	Competency	Value
1	Communication	**2.90**
2	Interpersonal Skills	**2.92**
3	Adaptability	**3.50**
4	Team work and collaboration	**3.23**
5	Comprehension	**2.84**
6	Analytical ability	**2.62**
7	Decision making	**3.21**
8	Taking Ownership	**3.79**
9	Innovation	**3.94**
10	Planning and Organizing	**3.91**
11	Strategic Perspective	**3.69**
12	Initiative	**3.67**
13	Result Orientation	**2.85**
14	Drive	**3.09**
15	Business understanding	**3.81**
16	Customer focus	**3.91**

Responses to the identified competencies by Senior Engineers.
From the above chart we observe that the senior engineers are aware of Communication, Interpersonal skills, Adaptability, Team work and Collaboration, Decision Making, Taking Ownership, Innovation, Planning and Organizing, Strategic Perspective, Initiative, Drive, Business Understanding, Customer Focus
Responses to the identified competencies by Team Leads / Managers.

Team Leads / Managers' competency matrix

Sl. No.	Competency	Value
1	Communication	**3.17**
2	Interpersonal Skills	**2.88**
3	Adaptability	**3.44**

| 4	Team work and collaboration	**3.80**
5	Comprehension	**2.84**
6	Analytical ability	**2.82**
7	Decision making	**3.02**
8	Taking Ownership	**3.77**
9	Innovation	**3.96**
10	Planning and Organizing	**3.94**
11	Strategic Perspective	**3.77**
12	Initiative	**3.48**
13	Result Orientation	**2.88**
14	Drive	**3.44**
15	Business Understanding	**3.84**
16	Customer focus	**3.82**

Responses to the identified competencies by Team Leads / Managers.

From the above chart we observe that the team leads / managers are aware of Communication, Interpersonal skills, Adaptability, Team work and Collaboration, Decision Making, Taking Ownership, Innovation, Planning and Organizing, Strategic Perspective, Initiative, Drive, Result Orientation, Business Understanding, Customer Focus

The below given graph represents the absorbed level of all the competencies of each Engineer

Every Engineer's Competency matrix

Employee Code No	Average Score
WIE1	2.94
KWIE2	3.27
KWIE3	3.19
KWIE4	3.29
KWIE5	3.61
KWIE6	3.27
KWIE7	3.90
KWIE8	3.59
KWIE9	3.23
KWIE10	2.38
KWIE11	3.25
KWIE12	3.34
KWIE13	3.11
KWIE14	3.50
KWIE15	3.44
KWIE16	3.50
KWIE17	3.56
KWIE18	3.48
KWIE19	3.32
KWIE20	3.59
KWIE21	3.42
KWIE25	2.52

Star Performers among Engineers
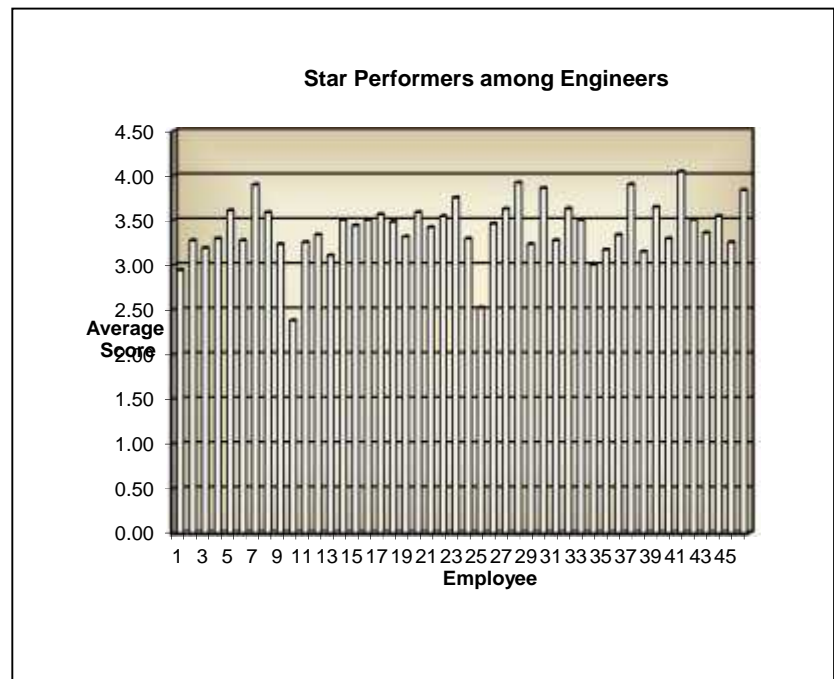
KWIE36	3.34

KWIE26	3.46	KWIE37	3.90
KWIE27	3.63	KWIE38	3.15
KWIE28	3.92	KWIE39	3.65
KWIE29	3.23	KWIE40	3.29
KWIE30	3.86	KWIE41	4.04
KWIE31	3.27	KWIE42	3.51
KWIE32	3.63	KWIE43	3.36
KWIE33	3.50	KWIE44	3.55
KWIE34	3.00	KWIE45	3.25
KWIE35	3.17	KWIE46	3.84

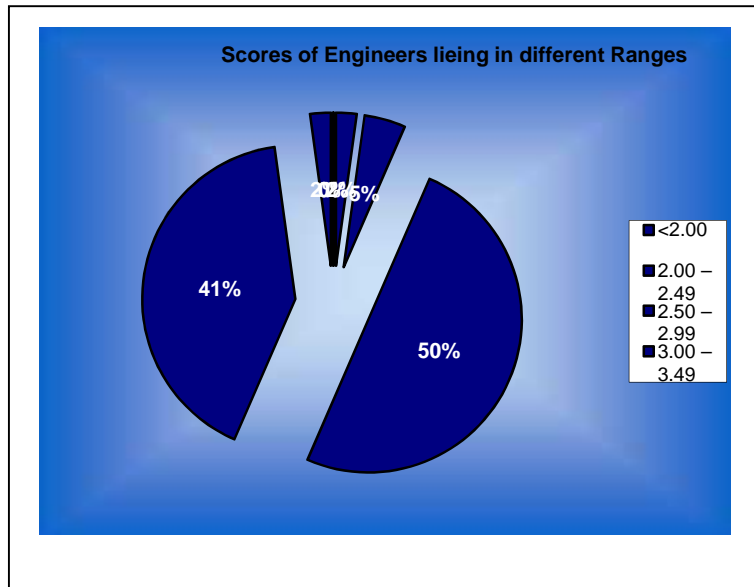**Responses to the identified competencies by each engineer.**
From the above chart we observe that out of 46 engineers, 20 of them are star performers and 4 are outstanding performers.
** Star Performers are those whose competency levels are more than 3.5
The percentage of Engineers whose competencies lie in different ranges.
Engineers' competency level range

Range	Frequency
<2.00	0
2.00 – 2.49	1
2.50 – 2.99	2
3.00 – 3.49	23
3.50 - 3.99	19
4.00 – 4.49	1
>4.50	0

From the above chart we observe that out of 46 engineers, 51% are in the range of 3.00 to 3.49, 41% are in the range of 3.50 to 3.99, 4% are in the range of 2.50 to 2.99, 2% are in the range of 4.00 to 4.49, 2% are in the range of 2.00 to 2.49.
Responses to the identified competencies by each Senior Engineer.

Senior Engineer's Competency matrix

Employee Code No	Average Score
KWISE1	3.65
KWISE2	2.92
KWISE3	3.50
KWISE4	2.82
KWISE5	3.25

| KWISE6	3.27
KWISE7	3.25
KWISE8	3.23
KWISE9	3.59
KWISE10	3.46
KWISE11	3.34
KWISE12	3.63
KWISE13	3.34
KWISE14	3.86
KWISE15	3.32
KWISE16	3.34
KWISE17	3.80
KWISE18	3.59
KWISE19	3.25
KWISE20	3.21
KWISE21	3.71
KWISE22	3.25
KWISE23	3.75
KWISE24	3.52
KWISE25	2.86
KWISE26	3.40
KWISE27	3.61
KWISE28	2.57

Responses to the identified competencies by each Senior Engineer.

From the above chart we observe that out of 28 senior engineers, 11 of them are star performers. Star Performers are those whose competency levels are more than 3.5.
The percentage of Senior Engineers whose competencies lie in different ranges.

Table No 8 : Senior Engineers' competency

Range	Frequency
<2.00	0
2.00 – 2.49	0
2.50 – 2.99	4
3.00 – 3.49	13
3.50 - 3.99	11
4.00 – 4.49	0
>4.50	0
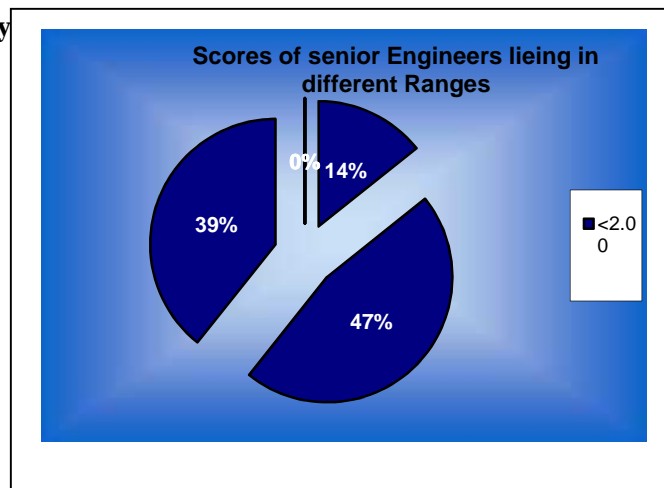
From the above chart we observe that out of 28 engineers, 47% are in the range of 3.00 to 3.49, 39% are in the range of 3.50 to 3.99, 14% are in the range of 2.50 to 2.99.
Responses to the identified competencies by each Team Leader / Manager.

Team Lead's / Manager's
Competency matrix

	Average Score
KWITM1	4.00
KWITM2	3.46
KWITM3	3.25
KWITM4	3.11
KWITM5	3.48
KWITM6	3.00
KWITM7	3.52
KWITM8	3.09
KWITM9	4.02
KWITM10	3.50
KWITM11	3.25
KWITM12	3.57
KWITM13	3.61
KWITM14	3.32
KWITM15	3.15
KWITM16	3.52

Responses to the identified competencies by each Team Leader / Manager.

From the above chart we observe that out of 16 engineers, 8 of them are star performers and 2 are outstanding performers.

** Star Performers are those whose competency levels are more than 3.5

The percentage of Team Leads / Managers whose competencies lie in different ranges.

Team Leads / Managers competency level range

Range	Frequency
<2.00	0
2.00 – 2.49	0
2.50 – 2.99	0
3.00 – 3.49	9
3.50 - 3.99	5
4.00 – 4.49	2
>4.50	0
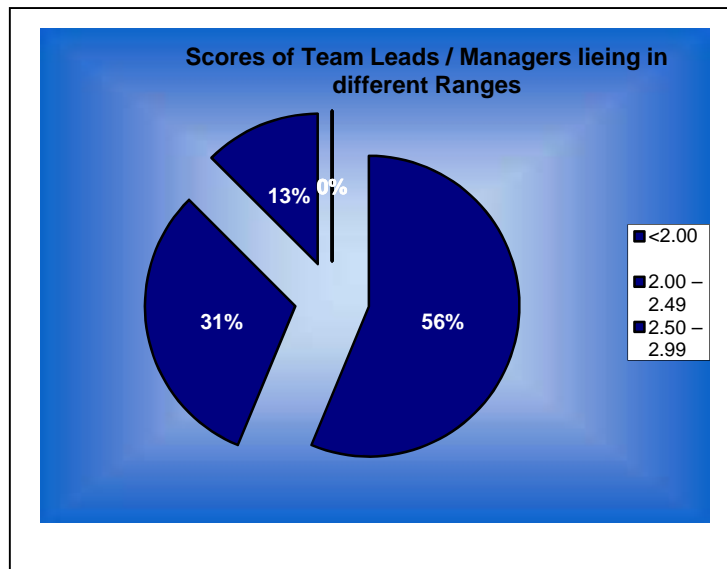
From the above chart we observe that out of 16 engineers, 56% are in the range of 3.00 to 3.49, 31% are in the range of 3.50 to 3.99, 13% are in the range of 4.00 to 4.49.

MAJOR FINDINGS OF THE STUDY

1. From the absorbed competencies of the engineers, we can arrive at the following results it has been found that the competencies that are average or above average are - Communication, Interpersonal Skills, Adaptability, Team Work and Collaboration, Decision making, Taking Ownership, Innovation, Planning and Organizing, Strategic Perspective, Initiative, Business Understanding, and Customer Focus.

For Engineers
Responses to the non-technical skills possessed by Engineers.

Engineers' possessed skills set matrix

Skills	Frequency
People skills	3
Communication	9
Willingness to learn	2
Creativity	3
Project Planning	3

For Senior Engineers
Responses to the non-technical skills possessed by Senior Engineers.

Senior Engineers' possessed skills set matrix

Skills	Frequency
Communication & Presentation	10
Project Management	5
Lateral Thinking	1
People Management	8
Training skills	4
Willingness to learn	2

For Team Leads
Responses to the non-technical skills possessed by Engineers.

Team Leads' possessed skills set matrix

Skills	Frequency
Project Management	10
Customer Management	3
People Management	10
Leadership	5
Open Attitude	1
Product Planning & Development	2

For Managers
Responses to the non-technical skills possessed by Engineers.

Managers' possessed skills set matrix

Skills	Frequency
Planning	3
Forecasting	3
Negotiating	2
Decision Making	3
Team Management	1
Customer Management	2
Empathy	1
Patience	1
Communication	3

ECOMMENDATIONS

1. The minimum competencies that are required by engineers, to be in a product company like KWI are:

   a. Interpersonal skills
   b. Team Work & Collaboration
   c. Comprehension
   d. Analytical Ability
   e. Innovation
   f. Planning & Organizing
   g. Initiative
   h. Result Orientation
   i. Drive
   j. Customer Focus

2. The minimum competencies that are required by senior engineers, to be in a product company like KWI are:

   a. Communication
   b. Interpersonal Skills
   c. Adaptability
   d. Team Work & Collaboration
   e. Comprehension
   f. Analytical Ability
   g. Decision making
   h. Innovation
   i. Planning & Organizing
   j. Initiative
   k. Result Orientation
   l. Drive
   m. Business Understanding
   n. Customer Focus

3. The minimum competencies that are required by Team Leads / Managers, to be in a product company like KWI are:

   a. Communication
   b. Interpersonal Skills
   c. Adaptability
   d. Team Work & Collaboration
   e. Comprehension
   f. Analytical ability
   g. Decision Making
   h. Taking Ownership
   i. Innovation
   j. Planning & Organizing
   k. Strategic Perspective
   l. Initiative
   m. Result Orientation
   n. Drive
   o. Business understanding
   p. Customer Focus

4. The areas in which the Engineers need a training (a fine tuning) are:

   a. Comprehension
   b. Analytical Ability
   c. Result Orientation
   d. Drive

5. The areas in which the Senior Engineers need a training (a fine tuning) are:

   a. Comprehension
   b. Analytical Ability
   c. Result Orientation

6. The areas in which the Team Leads / Managers need a training (a fine tuning) are:

   a. Comprehension
   b. Analytical Ability

7. The other areas in which the skills of the employees could be improved and training needed are:

   a. Willingness to learn
   b. Lateral Thinking
   c. Empathy
   d. Patience

8. The kind of training that could be provided are:

   a. The in-basket (in-tray) exercise
   b. Management games
   c. Criteria based interviewing
   d. Leaderless group discussions
   e. Fact finding exercises
   f. Analysis exercises

g. Interview simulation.

9. One major observation made during the execution of the project. The common
   Competencies demonstrated by all the employees were

   a. Communication
   b. Interpersonal Skills
   c. Adaptability
   d. Team Work & Collaboration
   e. Decision Making
   f. Taking Ownership
   g. Innovation
   h. Planning & Organizing
   i. Strategic Perspective
   j. Initiative
   k. Business understanding

The two specific competencies, not found in all the employees were Comprehension and Analytical Ability.
Other than the above-mentioned 2 competencies, the competencies, not found in Engineers were Drive and Result Orientation and Result Orientation in case of Senior Engineers.

CONCLUSION
The 16 competencies and its levels were identified and defined keeping in view the KWI's requirements. These competencies are to be linked with all the HR processes in order to acquire them when there is a change in the job description (internal mobility). Each level of the job (i.e., Engineers, Senior Engineers and Team Leads / Managers) has its own set of competencies. Thus, even before the candidate is chosen for a particular level, his / her competencies should be mapped with the required ones. It helps in redesigning and inculcating these competencies in the job description, which would act as an objective tool for communicating job requirements, hiring capable employees and training employees. It is necessary to inculcate the required competencies in all the HR processes and provide appropriate training to those employees who are lacking the required competencies for their job.

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