



NEED FOR COMPETENCY MAPPING OF THE EMPLOYEES IN TODAY'S CORPORATE WORLD

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ABSTRACT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. In this article explains the why competencies needed and how is measured competency of employees in the organization.

KEYWORDS : Competence mapping, Employee, HR management.

INTRODUCTION:

The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmes. Also competency mapping is a strategic HR frame work for monitoring the performance. Employee hard skill, knowledge and abilities are not sufficient to achieve the desired performance. What is additionally needed is employee's soft skills like attitude, mindset values, belief and commitment. Thus, competency is the sum of knowledge, skills, attitude and personality of an individual as required performing current and future organizational roles. Competency also denotes motives, self-concept, traits and desired behavior.

Competency

Competency is the capacity of an individual developing behaviour, adequate for the job demands governed by parameters of the organizational environment in achieving desired results. The competency mix is comprised of Knowledge, Skills and Attitude.

According to Hogg B (1989) "competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity of transfer skills and abilities from one area to another".

Competency Mapping

Competency mapping identifies the competency of an individual or group of individuals in relation to job requirements. Competency mapping envisages development and sustainability of competency, based on the changing organizational requirements. Mapping is done through the steps: Develop Competency Model.

Competency Identification

It identifies the competencies required to perform a given job/role successfully. The following tools are used to identify the competencies job; task forces, self benchmarking or by superiors- HR specialist, job experts/ subject matter specialist, task analysis workshop, questionnaire, interviews, group work, critical incident technique and repertory grid.

Competency assessment

Competency assessment is the process of assessing the required competency of an individual or group of individuals. The competency of individual or group are assessed by using the

following tools; Self and Superior Assessment, 360 degree feedback, Assessment centre, Psychometric tests, Interviews, Leaderless Group Discussion (LGD), In-basket exercise, Management Games, Role play, Case study, Scenario discussion and Portfolio presentation.

Need of the Hour- Competency Mapping

Firms in Global context are increasingly aware of the need of competent employees. Companies nowadays, facing increased Manpower cost, need to ensure maximum available organizational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organisation if rendered competent will remove many difficulties. These considerations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organization.

Formation of a Competency Framework

A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles within your business. To do this, you can take a few different approaches:

The following three principles are critical when designing a competency framework:

1. **Involve the people doing the work** – These frameworks should not be developed solely by HR people, who don't always know what each job actually involves. Nor should they be left to managers, who don't always understand exactly what each member of their staff does every day. To understand a role fully, you have to go to the source – the person doing the job – as well as getting a variety of other inputs into what makes someone successful in that job.
2. **Communicate** – People tend to get nervous about performance issues. Let them know why you're developing the framework, how it will be created, and how you'll use it. The more you communicate in advance, the easier your implementation will be.
3. **Use relevant competencies** – Ensure that the competencies you include apply to all roles covered by the framework. If you include irrelevant competencies, people will probably have a hard time relating to the framework in general. For example, if you created a framework to cover the whole organization, then financial management would not be included unless every worker had to demonstrate that skill. However, a framework covering management roles would almost certainly involve the financial management competency.

Competency Mapping and Assessment Centres

"An assessment centre consists of a standardized evaluation of

behaviour based on multiple inputs. Several trained observers and techniques are used. Judgements about behaviour are made by these specially trained observers. At the end of the assessment the assessors get together to share their data which is scientifically recorded on a set of evaluation forms. They come to a consensus on the assessments of each candidate. Most frequently the approach has been applied to individuals being considered for selection, promotion, placement, or special training and development in management"

Growing application of Assessment Centres:

Soon the concepts applied in AT & T were shared informally and organization likes IBM, Sears, Standard Oil (Ohio), General Electric, J.C. Penney, caterpillar etc started applying it over time for assessing their employees. In 1973, 1st International congress on Assessment centre method was held. Early assessment centres were used essentially for selection purposes since the traditional methods were thought to be inadequate but later due to amount of research spent on it, besides selection it was used for early identification of management talent, promotion, and diagnosis of developmental needs. It was used mostly for two reasons. Firstly, it provides an organization with more time for development before putting the person in a high level position. Secondly, it provides the individual with reasonably accurate feedback early in his/her career concerning its suitability and also his or her chance of achieving career goals in the organization.

The objectives of competency mapping are to help a business become more efficient, effective and competitive. It starts with a set of high-level core competency standards such as innovation, creativity, technical expertise, quality and a customer-oriented focus, all of which reflect strategic business goals. Through the process of competency mapping these goals become employee performance benchmarks. Managers use these benchmarks to identify training needs that ultimately increase the productivity and performance of employees and the efficiency, effectiveness and competitive nature of the business as a whole.

Process

After identifying core competencies, management often includes individual employees or employee focus groups in the creation of new, competency-based job descriptions. The use of interviews, questionnaires, existing job descriptions and performance appraisal forms are commonly used as work groups identify the skill set, knowledge level and attitude necessary to meet core competencies within each role. Once complete, mapping involves a thorough analysis during which a manager and employee work together to identify weaknesses and strengths and chart a course for further action.

Resistance and Recommendation

There are chances of resistance on the following issues:

1. Purpose of a competency model initiative is not made clear. When the purpose of a competency model initiative is not made clear, hold an informal discussion with individuals or teams to review reasons for development and implementation of the model and to answer any questions. Circulate a memo including rationale and details on how you will proceed. Explicitly state the new behaviour required and why. Hold a series of meetings to review the business needs that will be addressed by the competency model.
2. Individuals are not involved in planning the development of the competency model.

When the development of the competency model does not involve individuals in planning, invite small groups to be advisers during the planning process. Review action plans with individuals who have concerns about timing and solicit ideas on how to adjust or fine-tune the plan. Key stakeholders should be used to identify potential problems and asked to generate ideas to avoid the problems. The deadlines should be flexible, keeping account of critical internal

activities such as product introductions, year-end services and the like.

3. Doubt over organizational resources/follow-through to actually finish the development or implementation. When organizational resources to actually finish the development or implementation is doubtful, demonstrate visible support by senior management through meetings, memos, etc. which demonstrate committed resources. Change the reward system to encourage the use of the model by stakeholders, to help identify what is necessary to ensure support later. Provide prototypes on how the end-product will actually be applied to human resource systems.

CONCLUSION

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping should not be seen as rewards. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.