



Competency Mapping: an Hr Practice Enhancing the Employee Productivity and Growth

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The present globalization of economy necessitates innovative approaches in managing the working force. The dramatic changes in social system and continuous cutthroat competition has enabled the management gurus to develop innovative thoughts to identify, nurture & groom employees for future. Competency mapping is an evolving HR practice focusing on factors required for success at any job and matching it with skills of workforce available.

Competency is an underlying skill, personal characteristics, or motive demonstrated by various observable behaviours that contribute to outstanding performance in a job. Competencies exist at different levels of personality. The various levels are knowledge, skills, behaviour, personal characteristics like traits and motive

Competency mapping involves the determination of the extent to which the person possesses the various competencies related to a job. The extent to which a person is adjustable, resourceful, capable of working efficiently under stress, capable of anticipating threats, finding solutions and contributing in innovations. Which is then compared with the extent to which the various competencies are required for a job, the comparison enables us to know the suitability of a person for a job.

This paper would focus on competency mapping, myths and realities associated with this emerging concept. A competency model would also be provided for the assistance of any HR professional.

Paper would be secondary data based, references would be provided at the end of the paper.

The best workplaces continue to find innovative ways to create personal and meaningful connections with their employees. A growing trend among the best places to work building a more personal connection with employees. The typical relationship between boss and worker is giving way to an ever more intimate and sensitive connection with employees. Many of the best workplaces take steps to show an individual how his work directly ties with the company's strategy and purpose. The best workplaces actively cultivate a sense of meaningful connection to jobs.

Competencies are the characteristics of an employee that lead to the demonstration of skills & abilities, which result in effective performance within an occupational area.

A cluster of related knowledge, skills and abilities that affects a major part of one's job that correlates with the performance on the job, that can be measured against well-accepted standards and that can be improved via training and development. For any organization to develop

and get a mark in this competitive era of globalization, competency mapping happens to be a very effective HR tool. The present globalization of economy necessitates innovative approaches in managing the working force. The dramatic changes in the demography and social systems thereof, has given leeway for various HR practices enhancing the employee productivity and growth. One of the most commonly used HR practice is Competency based HR practice. Identifying and nurturing competencies in the organization enables better performance management as well as reward & recognition systems leading to career and succession planning programs.

Competency Concept

Presence of, knowledge skills and behaviour required is competency.

In order for an individual to excel in a particular role, all the three components are mandatory. The inter play between these components are essential. Knowledge develops skill and effective skill exhibits good knowledge, the third component "behaviour" exhibits knowledge and skill both. In the absence of behaviour the competency is hidden.

Competencies are observable behaviour that is reflected in a pattern of actions based on the knowledge and skill levels of an individual.

A competency Definition given by McClelland: "Competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or a situation.

Competencies are the skills, behaviours and performance standards that turn the "what" of an expectation into the "how." Business owners can use core organizational competencies to define the business culture, support strategic goals and make hiring decisions. All these uses ensure the business and its employees meet their goals.

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. HR department can avoid making the mistake of hiring a round peg for a square hole by competency mapping. Competency-based HR is considered the best HR. In India how-

ever competency development and mapping still remains an unexplored process in most IT organisations despite the growing level of awareness. Competency mapping is a process of identifying key competencies for a particular position in an organisation, 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. Competency mapping involves the determination of the extent to which a person is adjustable, resourceful, capable of working efficiently under stress, capable of anticipating threats, finding solutions and contributing in innovations this is then compared with the extent to which the various competencies are required for a job. The comparison enables us to know the suitability of a person for a job. So this too is used for setting standards and checking the employees standing on the various competencies' platform and further, the training needs of a person can also be identified.

The process of competency mapping is continued after identifying core competencies; management often includes individual employees or employee focus groups in the creation of new, competency-based job descriptions. Is the underlying principle of competency mapping just about finding the right people for the right job? The issue is much more complex than it appears, and most HR departments have been struggling to formulate the right framework for their organisation. 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.

Competency mapping is required for employees as it makes the people understand and know about their respective roles, key competencies, gap between available skill standard and desired skill standard, organisations expectation from the present job, possible future role, and high performance standards.

Types of Competencies

McClelland Occupational Competency movement was initiated by David McClelland in the 1960s with a view to moving away from traditional attempts to describe competency in terms of knowledge, skills and attitudes and to focus instead on the specific self-image, values, traits, and motive dispositions (i.e. relatively enduring characteristics of people) that are found to consistently distinguish outstanding from typical performance in a given job or role.

Core competencies:

Core competencies differentiate an organization from its competition (e.g. the technologies, methodologies, strategies or processes of the organization that create competitive advantage in the marketplace). An organizational core competency is an organization's strategic strength.

Technical competencies:

Depending on the position, both technical and performance capabilities should be weighed carefully as em-

ployment decisions are made. For example, organizations that tend to hire or promote solely on the basis of technical skills, i.e. to the exclusion of other competencies, may experience an increase in performance-related issues (e.g. systems software designs versus relationship management skills)

Behavioral competencies:

Individual performance competencies are more specific than organizational competencies and capabilities. As such, it is important that they be defined in a measurable behavioral context in order to validate applicability and the degree of expertise (e.g. development of talent)

Management competencies:

Management competencies identify the specific attributes and capabilities that illustrate an individual's management potential. Competencies in this category should demonstrate pertinent behaviors for effective management to be effective.

Organizational competencies:

The mission, vision, values, culture and core competencies of the organization that sets the tone and/or context in which the work of the organization is carried out (e.g. customer-driven, risk taking and cutting edge).

Generic Competencies

Generic competencies are managerial and cognitive competencies required in small or large measure across functions. Analytical skills, Customer Focus

Functional competencies

Functional competencies are those which are required in small or large measure within specific function E.g. knowledge of products, labour laws, etc.

Threshold competencies

Threshold competencies are the characteristics which any job holder needs to have to do the job effectively – but do not distinguish the average from superior performer.

E.g. language skills, computer skills etc.

Differentiating competencies

Differentiating competencies are those characteristics which superior performers have but are not present in the average performers.

E.g. empathy, ability to scan the environment for opportunities, etc.

The four general areas of competency are:

1. Meaning Competency:

The person assessed must be able to identify with the purpose of the organization or community and act from the preferred future in accordance with the values of the organization or community.

2. Relation Competency:

The ability to create and nurture connections to the stakeholders of the primary tasks must be shown.

3. Learning Competency:

The person assessed must be able to create and look for situations that make it possible to experiment with the set of solutions that make it possible to complete the primary tasks and reflect on the experience.

4. Change Competency:

The person assessed must be able to act in new ways when it will promote the purpose of the organization or community and make the preferred future come to life.

Competency mapping involves individual assessment on the basis of



Competency Mapping Benefits

In competency mapping Employees have a clear understanding of the expectations of their role. Competency mapping establishes a level of objectivity that encourages open communication between management and employees. Competency mapping identifies skill gap, Following up with competency-based training is provided to employees to expand their current skills, but it also provides a well-defined path for learning new skills through cross-training and for moving up in the organization. Mapping core competencies to the skills potential employees already possess is another way that competency mapping can help a business, individuals can moved out of the organisation after evaluation. The dominant view in managerial practice assumes that competencies are "universal". Once the key behaviours in a job have been identified they become the basis of the criteria for hiring and firing of employees. This helps in structuring assessment tools to be used in the assessment centre .The involvement of senior managers especially can often pay dividends from the point of view of gaining commitment and fostering a sense of ownership, during competency framework design.

V Competency models can help organizations align their initiatives to their overall business strategy. By aligning competencies to business strategies, organizations can better recruit and select employees for their organizations.

Competency mapping helps in the

- Specification of a visible set of agreed standards.
- ⑩ It can act as a model for improving all aspects of recruitment and development.
- ⑩ It specifies what selectors should be assessing in candidates.
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- It removes the subjectivity from assessment and performance evaluation.
- It facilitates the evaluation of validity, reliability, fairness and cost benefits.
- It gives a sense of ownership of the competency list.
- ⑩ It describes competencies in language that is relevant to the organisation. ⑩

Scope Of Competency Mapping

Competency Mapping is effective when in implemented in the following areas ,like training and development,recruitment&selection,performancemanagement,careerplanning,replacement planning,sucession planning, recognition.

Recruitment and selection, competency mapping is used for constructing a template for use in recruitment and selection, this template provides detail information about the basic competencies required for effective performance .The prospective hire is evaluated keeping in view these competencies determined in competency mapping.

This way we can reduce the cost of training of the new hired employees. Employees will be productive from Day 1 and no man-hours will be lost in the training of new hires.

A firm that knows how to assess competencies can effectively hire the best at a reasonable price, for example hiring under priced but highly entrepreneurial management graduates from lesser-known business schools.

Training and Development Requirements

It involves identifying the gap between competencies required for the position and those possessed by the employee. Any such gap is bridged by providing training to the incumbent for those particular competencies only.

Career and succession planning

It involves assessing employees' present capability and his inclination to take on new challenges, this information can be used for career planning of an employee .Succession planning is future oriented approach of management it identifies ,grooms and develops employee for higher level position, current competencies are identified and matched with the competencies required for senior positions .

Performance Management System

It is important to correlate performance result with competencies. Performance management system should be competency based and not just result based.

Rewards and Recognition

Competency linked rewards and recognition, enables the employees to work hard toward developing their competencies for performing their job. , it's a positive reinforcement.

Competency Mapping at L & T INFOTECH:

L&T InfoTech has a successful competency-based HR system. Recruitment, training, development, job rotation, succession planning and promotions-all are well defined by competency mapping. Nearly all HR functions are linked to competency.

Building a Competency Model

In this slowing economy where so many companies are struggling between limited resources and competition, it is very important for organizations to reassess their competencies, update it and have the courage to make the necessary change. This is where competency mapping plays a key role

Many Human Resource professional are developing and employing a competitive competency model to strengthen nearly every face of talent management Competency models can help organizations align their initiatives to their overall business strategy. Every job requires some set of attributes whether it is technical, managerial or behavioural

to perform the same successfully; these attributes or skills are known as competencies.

A job competency model is a comprehensive, behaviourally based job description that both potential and current employees and their managers can use to measure and manage performance and establish development plans. Creating a competency framework is critical for both employee and system success. An organization cannot produce and develop superior performers without first identifying what superior performance is. To do this, organizations developed behavioural interview questions, interviewed the best and worst performers, review the interview data .organisation should always focus more on behaviour aspect, rather than job description while structuring competency model. Steps required to create a competency model include:

1. Gathering information about job roles.
2. Interviewing subject matter experts to discover current critical competencies and how they envision their roles changing in the future.
3. Identifying high-performer behaviours.
4. Creating, reviewing (or vetting) and delivering the competency model.

Once the competency model has been created, communication of this model and its effective use is very essential in initiatives like recruitment, performance management, selection, career development succession planning as well as other HR business processes.

Competency Model

1. Competency models consist of qualities required for superior performance with respect to

Job Specific Requirement	Functional Requirement	Role Attributes	Leadership Attributes	Organizational Culture and Value
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2. Identify competency profile: Specify the capabilities already existing in the organisation
3. Competency Review:Identify the gaps between organizational needs and people capabilities; it links current capabilities to the organizational needs
4. Development Plans: Create Plans for shoring any identified gaps
5. Implementation

Competency mapping is a process through which one assesses and determines one’s strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Effectiveness of a competency model can be determined by the:

- o The nature of the organization
- o The practices for which they will be used
- o The financial & personnel resource available
- o Who is going to be included in the implementation process

The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. They may need to hire someone who can be an effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one’s competencies can give one a competitive edge in the job market.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short-term benefit and may actually result in greater unhappiness on the part of individual employees.

However, competency mapping can ultimately serve the individual who decides to seek employment in an environment where he or she perhaps can learn new things and be more intellectually challenged. Being able to list competencies on resumes and address this area with potential employers may help secure more satisfying work. This may not resolve issues for the company that initially employed competency mapping, without making suggested changes. It may find competency mapping has produced dissatisfied workers or led to a high worker turnover rate

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