



Competency Mapping – A Holistic Approach For Industries

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ABSTRACT

At the heart of any successful activity lies a competence or a skill. Competency Mapping is important and is an essential exercise in all organization. In this context, the present study was undertaken with the main aim of finding out the level of competency prevailing among the executives at a public sector and to provide suitable suggestion. The universe is consisting of 1616 executives from various departments out of which 308 respondents were taken as the sample by adopting Stratified Proportionate Random Sampling technique using lottery method. The questionnaire contained specific items to assess the Managerial Competency, HR Competency and General competency level Perceived by the executives. The major findings were that nearly half of the respondents have moderate level of overall managerial competency, HR Competency and general competency. Suggestion pertaining to the study given is that the management should organize more Capacity Building programmes.

Keywords : Competency Mapping, Managerial Competency, HR Competency, General Competency

The main objective of competency mapping is to conduct a complete analysis of job role and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. Competency Management is defined to encompass all instruments and methods used in an organization to systematically assess current and future competencies required for the work to be performed, and to assess available competencies of the workforce. Competencies are defined as the cognitive (e.g. Knowledge and skills), affective (e.g. Attitude and Values), behavioural and motivational (e.g. Motives) characteristics or dispositions of a person which enable him or her to perform well in a specific situation.

Boyatzis (1982) defined a competency as “an underlying characteristic of a person in that it may be a motive, trait or skill aspect of one’s self –image or social role or body of knowledge.”

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization. It’s about identifying a person’s job skills and strengths in areas like teamwork, leadership, and decision-making. Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field.

The steps involved in competency mapping with an end result of job evaluation include the following:

Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). This can be provided for incumbents to complete, or you can conduct one-on-one interviews using the PIQ as a guide. The primary goal is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.

Using the results of the job analysis, you are ready to develop a competency based job description. A sample of a competency based job description generated from the PIQ may be analyzed. This can be developed after carefully analyzing the

input from the represented group of incumbents and converting it to standard competencies.

With a competency based job description, you are on your way to begin mapping the competencies throughout your human resources processes. The competencies of the respective job description become your factors for assessment on the performance evaluation. Using competencies will help guide you to perform more objective evaluations based on displayed or not displayed behaviors.

Taking the competency mapping one step further, you can use the results of your evaluation to identify in what competencies individuals need additional development or training. This will help you focus your training needs on the goals of the position and company and help your employees develop toward the ultimate success of the organization.

As a HR Manager, one has to establish and foster a culture, building strong working relationships within the organization, working closely with the team, ensure that needs are met, issue are addressed and situations are managed in a collaborative, consultative, creative and flexible manner. One has to continuously enhance the process and be a part of the business plan. Competencies, model for HR head has 11 competencies. They are Strategic Thinking, Business Acumen, Relationship Building and Networking, Team Leadership and Development, Results orientation, Impact and influence, Communication, Personal Effectiveness, Internal Customer Orientation, Human Resource Expertise and Change Leadership According to competency Levels there are four levels they are : Practical competency - An employee’s demonstrated ability to perform a set of tasks, Foundational competence - An employee’s demonstrated understanding of what and why he / she is doing. Reflexive competence (An employee’s ability to integrate actions with the understanding of the action so that he / she learn from those actions and adapts to the changes as and when they are required. Applied competence - An employee’s demonstrated ability to perform a set of tasks with understanding and reflexivity.

One of the major review has insights related to the Excellence in human resource management is of particular significance

particularly in view of growing and unpredictable impacts and consequences of globalization. In the present day, achieving excellence requires Organisations to become global and in both cases, human resource management will be playing a pivotal role. HRM must be capable of providing pathway / roadmap to Organisations aspiring to become global and an Organisation which has become global, HRM must achieve excellence. Lengnick-Hall (2003, 2005) point out to HR at crossroads in many Organisations as one that can be outsourced automated and relegated to a secondary support role as they have primarily considered themselves as deliverer of HR services. Continuing to operate along principles and methods that were effective in the industrial era will lead to the declining importance of HR function and an erosion of its ability to contribute directly to Organisational effectiveness. According to them a rethinking is required in respect of the roles of HR in the knowledge economy so as to have a large and direct impact on the success of the Organisation.

RESEARCH METHODOLOGY

Research means a search for knowledge and Methodology means a guideline system for solving problem, with specific components. Research methodology has become an integral part of social research. In this context, the present study was undertaken with the main aim of finding out the level of competency prevailing among the executives at a public sector and to provide suitable suggestion. The universe is consisting of 1616 executives from various departments out of which 308 respondents were taken as the sample by adopting Stratified Proportionate Random Sampling technique using lottery method. The questionnaire contained specific items to assess the Managerial Competency, HR Competency and General competency level Perceived by the executives. In order to find out the managerial competency, the researcher used the standard Job Competences Survey scale by Dulewicz and Fletcher (1986), Chanda and Kabra (2000) scale to assess the HR competence and Walter scale to identify the general competency of the executives.

FINDINGS

It is inferred that the significant percent (62.3%) of the re-

spondents are in the age group of 45 to 60. Less than one fourth (23.7%) of the respondents are in the age group of 25 to 35 and the remaining (14%) of the respondents are in the age group of 45 to 60. The mean age of the respondents is found to be 44.95 years. Regarding the designation less than one fourth (23.4%) of the respondents were managers. Less than one fourth (22.4%) of the respondents were deputy managers. Less than one fourth (15.6%) of the respondents were deputy general managers. (14.6%) of the respondents were engineers. Few percent (9.1%) of the respondents were senior engineers and senior managers and very few percent of the respondents (5.8%) were senior deputy general managers and while analyzing the type of family there is significant percent (65.9%) of the respondents were from nuclear family and less than one third (34.1%) of the respondents were from joint family. The major findings were that nearly half (49.7%) of the respondents have moderate level of overall managerial competency, nearly half (49.4%) of the respondents have moderate level of overall HR Competency and general competency and further the test was applied to find out the significant of this study.

KARL PEARSON'S CO-EFFICIENT OF CORRELATION BETWEEN THE RESPONDENT'S AGE AND THEIR PERCEIVED LEVELS OF COMPETENCY

VARIABLES	CORRELATION VALUE	SIGNIFICANCE
Managerial Competency	.282	P<0.01 Significant
HR Competency	.223	P<0.01 Significant
General Competency	.227	P<0.01 Significant

This table shows that there is a significant relationship between age of the respondents and Managerial, HR and General competency. It clearly shows that the old people who are employed can energetically work in the service. This can be explained on the basis of longer period of service has a greater competency to do their work.

ONE WAY ANALYSIS OF VARIANCE AMONG THE RESPONDENTS DESIGNATION AND THEIR PERCEIVED LEVELS OF COMPETENCY

Variables	Mean	Standard Deviation	Sum of Squares	df	Mean Square	F
OVERALL MANAGERIAL COMPETENCY						
Between Groups	G1=151.20	22.932	19874.584	6	3312.431	7.471 P<0.05 Significant
Within Groups	G2=159.71	19.970	133450.59	301	443.357	
	G3=160.99	23.119				
	G4=166.92	21.270				
	G5=171.36	13.966				
	G6=177.10	16.352				
	G7=172.39	27.912				
HR COMPETENCY						
Between Groups	G1=225.62	43.554	49243.376	6	8207.229	5.524 P < 0.05 Significant
Within Groups	G2=236.04	43.168	447229.79	301	1485.813	
	G3=237.81	38.029				
	G4=239.35	41.418				
	G5=254.04	27.764				
	G6=263.29	30.050				
	G7=264.50	42.049				
GENERAL COMPETENCY						
Between Groups	G1=160.67	28.582	14578.143	6	2429.690	3.756 P < 0.05 Significant
Within Groups	G2=165.11	26.479	194725.32	301	646.928	
	G3=171.77	24.427				
	G4=174.47	26.325				
	G5=179.79	18.965				
	G6=180.13	23.371				
	G7=183.56	29.396				

- G1 = Engineer/Officer/Executive
- G2 = Senior Engineer/Executive
- G3 = Deputy Manager
- G4 = Manager
- G5 = Senior Manager
- G6 = Deputy General Manager
- G7 = Senior Deputy General Manager

It can be inferred from the mean that Deputy General Manager and Senior Deputy General Manager have better competency than other designation of the respondents. This may be due to the influence of age, year of experience and educational qualification. It is clear that there is a significant relationship among the designation of the respondent and level of Managerial, HR and General competency.

DIFFERENCE BETWEEN THE RESPONDENTS FAMILY TYPE AND THEIR PERCEIVED LEVELS OF COMPETENCY

VARIABLES	TYPE OF FAMILY	MEAN	STD. DEVIATION	'Z' VALUE
Managerial Competency	Joint	165.77	21.715	.471
	Nuclear	164.52	22.710	df = 306 P>0.05 Not Significant
HR Competency	Joint	244.88	42.791	.499
	Nuclear	242.38	38.896	df = 306 P>0.05 Not Significant
General Competency	Joint	174.97	26.538	.997
	Nuclear	171.82	25.887	df = 306 P>0.05 Not Significant

It shows from the mean and standard deviation there is not much of difference in joint family system and nuclear family with regards to the competency level and that Family type has no influence upon Managerial, HR and General competency. Hence the family sysytem do not have the difference in the competency.

SUGGESTIONS

The organization must create extensive awareness about the importance of competency mapping system as it was found that a lot of employees have moderate level of competency in most of the dimension. The social worker can explain the vari-ous type of awareness to be provided to the people. Human Resource Manager should ensure in all the aspect like re-cruitment, performance appraisal, training and development and pay competency based approach is been applied and

the management should organize more Capacity Building programmes.

CONCLUSION

Competency Mapping plays an important role in attaining the organizational expectation through development of employees which make an excellent organizational culture and also gives job satisfaction to the employees. It is es-sential to introduce new strategies and techniques to iden-tify competency gap and take initiatives to reward standard performance which would bring good results. Therefore, it is concluded that competency mapping helps to consistent-ly measure and assess individual and group performance to accomplish the objectives of the organization and it will further help to the expectation of the organization.

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