Competency Mapping of the Employees

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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: Competency, Competency Mapping.

1 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.

Meaning

Competency mapping is the process of identification, evaluation of employees' competencies and organizational requirements and establishing perfect collaboration among them. Competency mapping also includes development and sustainability of competencies based on the changing organizational requirements.

Competencies are not a tool to be used for evaluating people for layoffs. Competencies are only a way of talking about what helps people get results in their jobs. What matters is performance– being effective and meeting job expectations.

Some examples of competencies required by the employees are: -

- ❖ Adaptability
- ❖ Commitment
- ❖ Creativity
- ❖ Motivation
- ❖ Foresight
- ❖ Leadership
- ❖ Independence
- ❖ Emotional Stability
- ❖ Analytical Reasoning and
- ❖ Communication Skills

DEFINITIONS:

Arya Chanakya, a well-known royal adviser and prime minister from Vedic India, penned a famous book known as the **Arthashastra**, which is probably the first book on competency mapping. The book contains competency mapping models, the thesis and theories of human aptitude, intelligence quotient, emotional quotient and in general everything that is related to human behavior regarding work, logic and emotions. This book is an excellent leader and management book and is more than 3000 years old.

Objectives:

1. To select employees based on job and culture fit.
2. To plan for career and succession.
3. To train and develop employees.

2. Review of Literature:

John Flanagan (1954) grounded Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies.

The idea of testing the competencies, required for efficient performance at a position, was proposed by **David McClelland** in the early 1970's. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Some of the definitions are given below.

Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally (change in one variable cause change in another) related to effective job performance.

Albanese (1989) Competencies are personal characteristic that contribute to effective managerial performance.

3. Origin

Competency mapping has been in use since 1960s. It has been in use in education in the USA where specifications of competencies were to be learned including the modularization of instruction, personalization and field experience. Competencies are also identified as characteristics of individual. Competency mapping was first used in the UK for managing the development of occupational standards of performance.

3.1 Method of Assessment:

Competencies are assessed through their demonstration in employee behavior. Competencies are also assessed on the basis of direct statement approach or the key element approach.

3.2 Advantages of Competency Mapping:

- ❖ Increased Productivity.
- ❖ Improved Work Performance.
- ❖ Training that is focused on Organizational objectives.
- ❖ Employees know upfront what is expected from them.
- ❖ Empowered Employees responsible for their own development.
- ❖ Increase in Employee Retention Levels.
- ❖ Develop situational leadership skills.
- ❖ Manage at the rate of organizational change.
- ❖ Measurement of human capital.
- ❖ Talent retention
- ❖ Help to appreciate human capital.
- ❖ Help to properly utilize and manage HR.

3.3 Identification of Competency:

The gap between current competency level and desired competency level can be identified at three stages:

- ❖ Immediate assessment
- ❖ Continuous/ periodic assessment
- ❖ Industry and technical assessment

3.4 WHY COMPETENCIES?

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the strategic use of human resources.

Under these circumstances, the ability of companies to effectively carry out competency based human resources management (HRM) is becoming more and more crucial for their survival. A competency based HRM system captures the differing worth of individual contributors, facilitates multiple career paths and allows flexibility in reward-related decisions, which are important to address with the changing nature of organizations.

The field of competency development is growing in popularity with administrative management in businesses and agencies worldwide. One important reason to collect data and build competency models is that they are powerful decision-making tools.

3.5 Reasons why competencies are needed: -

The best way to understand performance is to observe what people actually do to be successful rather than relying on assumptions pertaining to trait and intelligence.

The best way to measure and predict performance is to assess whether people have key competencies.

Competencies can be learnt and developed.

They should be made visible/accessible

They should be linked to meaningful life outcomes that describe how people should perform in the real world

For example, one application of competency models with potentially long-term benefits is employee selection. Using competency-based interviewing techniques, hiring managers can determine if an individual has the knowledge and skills needed to be effective in the future.

3.6 Classification of Competencies

Core Competencies:

A core competency is defined as an internal capability that is critical to the success of business. These are organizational competencies that all individuals are expected to possess. These competencies define what the organization values the most in people.

The goal of the core competencies is for individuals to be able to perform in a diverse

number of positions throughout the organization. Core Competencies are not seen as being fixed. Core Competencies should change in response to changes in the company's environment. They are flexible and evolve overtime. As a business evolves and adapts to new circumstances and opportunities, so its Core Competencies will have to adapt and change.

Professional Competencies or functional competencies

These distinctive competencies are grouped for each job within the organization.

The goal is to optimize performance by having the technical skills to perform a job.

There are three categories:

Behavioral Competencies

Threshold competencies

Differentiating competencies

Behavioral Competencies:

These refer to competencies that are required by people in terms of behavior.

Threshold competencies:

Characteristics required by a jobholder to perform a job effectively are called Threshold competencies.

Differentiating competencies:

The characteristics, which differentiate superior performers from average performers, come under this category; such characteristics are not found in average performers.

3.7 COMPETENCY ICE BERG MODEL

It can be helpful to think of competencies in terms of an iceberg. Technical competencies are at the tip - the portion above the waterline that is clearly visible (and therefore easier to assess).Behavioral competencies are below the waterline - they are more difficult to assess, and often harder to develop. Behavioral competencies can be understood as manifestations of how a person views him or herself **(self-image),** how he or she typically behaves **(traits),** or motives him or her **(motives**).
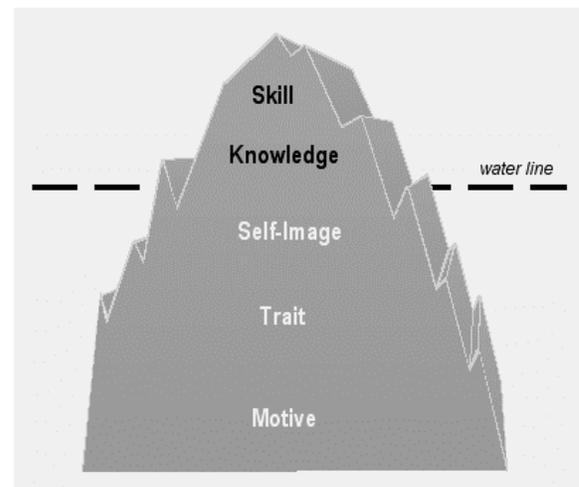
Skill: - A person's ability to do something well. For example, is great at using Microsoft Word.

Knowledge: - Information that a person uses in a particular area. For example, this might differentiate the outstanding waiter or waitress who speaks many languages from his or her average counterpart in a restaurant with an international clientele.

Self-image: - A person's view of him or herself, identity, personality and worth. For example, seeing oneself as a leader, or as a developer of people.

Trait: - A typical aspect of a person's behavior. For example, being a good listener.

Motive: - What drives someone's behavior in a particular area (an underlying need for achievement, affiliation or power).

HOW IS MEASURED COMPETENCY?

All competencies are defined from levels in a competency framework. Each definition typically expresses the behavior expected of the associates if he were to be rated at that level.

Behavioral-Anchored Rating Scales (BARS):

A **BARS** describes behaviors differentiating between effective and ineffective performers that can be observed and anchors them at points on a scale. The applicant's behavior displayed (e.g. role-play, oral presentation, in-basket) or past behavior described (e.g. behavioral interview, reference checks) are compared to these examples and rated accordingly. The content of the scale is developed from a job analysis and is based on responses to critical job incidents or situations.

Developing a BARS Scale

Using subject matter experts, identify examples of job performance behaviors reflecting all different levels of effectiveness ranging from ineffective to superior for all the different parts of the job. These are key indicators only. It is not required to be an exhaustive list of every possible criterion. You may have already identified these behaviors when you conducted your job analysis to establish the qualifications and competencies.

3.8 Applications of Competency Mapping:

Employee competency map is a very useful document and can be used for the following applications:

❖ Candidate appraisal for recruitment

❖ Employee potential appraise for promotion.

❖ Employee training need identification.

❖ Employee performance diagnostics.

❖ Employee self-development initiatives.

4. 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.

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