



COMPETENCY MAPPING

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ABSTRACT:

In the present scenario, every company is striving to survive. In this situation, the biggest challenge for a company is to have a competent staff. To know the competency a process is followed which is known as competency mapping. Competency mapping is a way of person's job skills and strengths in areas like teamwork, leadership & decision-making. The purpose of this paper is to explain the process of competency mapping, how competency of employees in organisation can be measured & relationships between competency mapping and employees satisfaction.

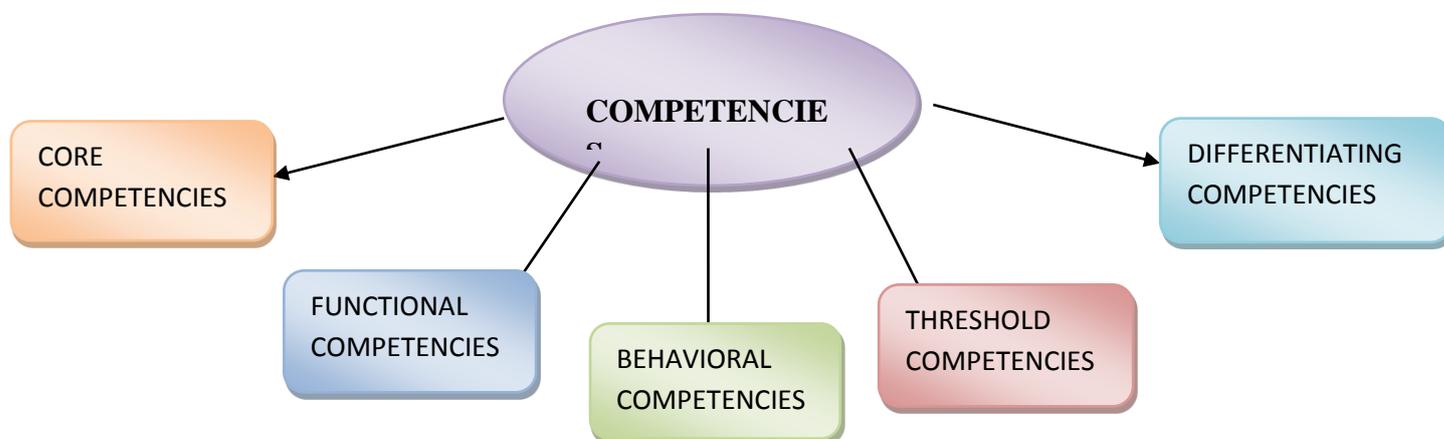
KEYWORDS: Competency Mapping, Core competencies, Functional competencies

INTRODUCTION:

Competency mapping is one of the most accurate means in identifying the job & behavioral competencies of an individual in an organisation. Competency mapping identifies an individual strengths and weaknesses in order to help them to understand themselves better and to show them where career development efforts need to directed. Large organizations may use some forms of this technique to understand how to use each worker or how to combine the strengths of different employees to produce the highest quality worker. Competency mapping has been used for job evaluation, recruitment, training and development, performance management, succession planning etc.

Competencies required by employees for improving their performances can be adaptability, creativity, commitment, foresight, leadership, communication skills etc.

TYPES OF COMPETENCIES:



- **Core competencies:** Internal capability that is critical to the success of business, to be possessed by all individuals, as a business evolves and adapts to new circumstances & opportunities, so its core competencies will have to adapt and change.
- **Functional Competencies:** Also known as technical or professional competencies. It includes all the practical knowledge that a person needs to perform a job.
- **Behavioral Competencies:** These are required by the people in terms of behavior. It reflects how an individual applies his knowledge & skills in order to achieve results.
- **Threshold Competencies:** Characteristics required by a jobholder to perform a job effectively.
- **Differentiating Competencies:** Characteristics which differentiate one individual from other individual in terms of skills, capabilities etc.

MAPPING PROCESS:

There are about six stages while performing competency mapping. The following are the six stages discussed in detail:

- 1) **Ist Stage:** The first stage of mapping requires understanding the vision and mission of the organisation.
- 2) **IInd Stage:** Second stage requires understanding from the superior performers, the behavioral as well as the functional aspects required to perform job effectively.
- 3) **Illrd Stage:** Third stage involves thorough study of the BEI reports/structured interview reports:

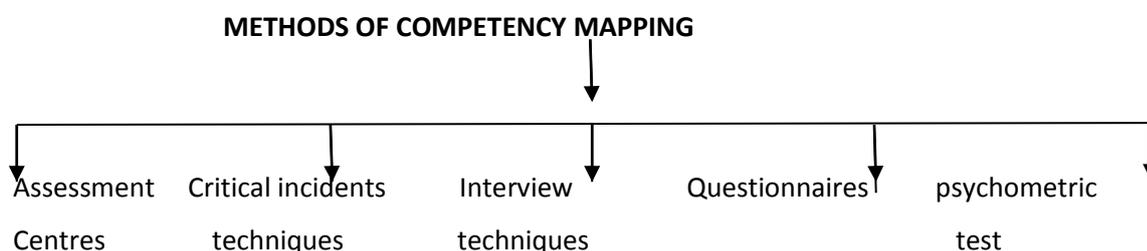
- Identification of the competency based on the competency framework.
- Measurement of competency.
- Required levels of competency for each job family.
- Development of dictionary which involves detail description of the competency based on the indicators.
- Care should be taken that the indicators should be measurable and gives objective judgment.

4) IVth Stage:

- This stage requires preparation for assessment.
- Methods of assessment can be through either assessment centers or 360° feedback. If the assessment centre is the choice for assessments then tools has to be ready.
 - Tools should objectively measure the entire competency required.
 - Determine the type of the tools for measuring competency.
 - Prepare the schedule for assessment.
 - Training to the assessor should indicate their thorough understanding of the competencies, the tools and also as how the behavior has to be documented.

5) Vth Stage: This stage involves conducting assessment. Usually it is a two day program which would involve giving a brief feedback to the participants about the competencies that has been assessed and where they stand.

6) VIth Stage: This stage involves detailed report of the competencies assessed and also the development plans for the development areas.



ASSESSMENT CENTRES: It is a mechanism to identify the potential for growth. It comprises number of exercises which have designed to replicate the task and demands of the job. These exercises have been designed in such a way that candidates can take them both singly and together and they will be observed by assessor. It includes various exercises like:

- Group discussions
- Role plays
- Case studies, etc.

CRITICAL INCIDENTS TECHNIQUE: Under this technique, a set of procedures is used systematically to identify behaviour that contributes to success or failure of individuals or organisation in specific situation. There are two approaches in this technique:

- Unstructured approach
- Moderate structured approach

INTERVIEW TECHNIQUE: It consists of interaction between interviewer and candidate. The interviewer designs questions which are to be asked from applicant to access his or her potential.

QUESTIONNAIRES: These are written list of question that are filled by the candidates. This technique can be used at any stage of development.

Psychometric test: it is a standardized objective measure of a sample of behavior. It is objective because a good test measures the individual differences in an unbiased scientific method without interference of human factors. It includes two types of tests mainly:

- Aptitude test
- Achievement test

COMPETENCY MAPPING AND EMPLOYEE SATISFACTION:

In today's world of cut throat competition, companies are putting tremendous effort to hire competent employees and to develop relevant competencies in their existing employees. competency mapping is not only done for confirmed employees of an organisation and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to potential employer.

Competency mapping is a process an individual uses to identify and describe competencies that are most critical to success in work situation. Through competency mapping an effort is made to analyze the existing and potential strengths in an individual and solutions are also provided to enhance the capabilities and competencies which leads to improved employees performance and hence job satisfaction. There is a strong and positive relationship between possession of competencies and successful job performance and all these can be possible only through competency mapping . Thus competencies and competency models are viable tool that can be utilized to prepare the current and future workforce and retain skilled workers to meet the job requirements and other needs of the employees.

CONCLUSION:

Employee's hard skills like knowledge and abilities are not sufficient to achieve the desired performance what actually or additionally needed is employees soft skills like attitude, mind set, values, beliefs and commitments. Thus, complete human resource is essential to achieve desired performance as well as to have competencies among employees. Competency is a sum of knowledge, skills, attitude and personality of an individual which is required to perform the current and future organizational roles. Competency mapping identifies individual's strengths and weaknesses in order to help them better understand themselves and to show them where development efforts career needs to be directed. The competency level of employees can be increased if more training is provided to them. Thus, competency mapping plays an important role in measurement of human capital, helps to properly utilize and manage HR and integrating HR system with competencies.

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