

# International Journal of Innovative Research in Science, Engineering and Technology

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## Competency Mapping

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**ABSTRACT:** Organizations seeking to establish a highly effective and efficient workforce must develop a competency mapping technique, but research suggests that most organizations fail to recognize the competencies of the employees and utilize them efficiently thus disabling the employees to work at their best.

When organizations recognize that people are truly their most valuable resource, then one of the roles they accept is helping employees manage their careers. Competency mapping is an important resource in this environment, and is an adjunct to knowledge management and other organizational initiatives.

Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and attitudes) that are required to perform effectively in a job classification or an identified process. Competency Mapping juxtaposes two sets of data. One set is based on organizational workflow and processes. It starts with the clear articulation of workflow and processes, including all quality and quantity requirements, inputs and outputs, decision criteria, and most important, internal and external customer requirements. For each step in each process, specific performance requirements are identified with all associated metrics and expectations. The other set of data is based on individual and group performance

capabilities. It is collected through the utilization of a variety of assessment tools and procedures (which may include a robust 360-degree feedback process) to assess the extent to which individuals and groups can consistently demonstrate over time the competencies required to meet the expectations.

Where the output from the organizational maps meets the individual and group performance capabilities, an overall trend line is created that identified where in the process specific developmental opportunities exists, and with what specific population. In this topic we will discuss about the concept of Competency Mapping, Types and Procedure for acquiring Competencies, Purpose of Competency Mapping, THE HINDU explanation for Competency, and HRM Review over Competencies were been explained.

### I.INTRODUCTION

One of HR's most challenging tasks is placing the right people in the right jobs. A wrong move on HR part can mean lost productivity for the company high turnover, lower worker morale, bloated training bills, and, too often, troublesome lawsuits brought by disgruntled ex-employees.

Competence at work can take the uncertainty and pain out of selecting the right personnel, by providing with a systematic way of pinpointing the people you needed for the tasks at hand.

Developed by David McClelland, pioneer in the area of competency research and testing, and by the Mc Ber/Hay Group, the widely respected international consulting firm that specializes in this fast-growing field, JCA is an accurate and unbiased approach to predicting job performance and success. Indeed, competence at work summarizes 20 years of success in applying this proven methodology to hundreds of jobs, which span the public and private sectors.

Characterized by its rigorousness and yet its accessibility to managers and Human Resource professionals with little or no background in statistics and competency research, the JCA methodology can aid an organization to match the right people with the right jobs – whether it involves highly technical work, sales, entrepreneurial positions, or some other skill.

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Competence at work begins by providing a brief history of the competency movement in industrial/organizational psychology and goes on to define “competency.” Today the business environmental imperatives have made business dynamic.

	1850-1900	1900 - 40	1940 - 60	1960 -80	1980 - 95	1995 - 05	2005-2012
<b>Business change</b>	Industrial Revolution	Industrialization	Corporate Growth	Rise of MNC’s	Technology Revolution	Information Age & Global linkage	Global Arena
	Bonded Labour	Collective Unionization	Changing of Workforce	Professional workforce	Important stakeholder in business	Intellectual asset	Ambitious Workforce
<b>Changes in HR Function</b>	Labour Relation	LR	Performance Management	People Management	HRD	Strategic HRD	HR as Business Partner
<b>End Results</b>	Birth of Products	Mass Production	Products & Market Orientation	Customer Satisfaction	Customer Delight & Productivity	Value Addition	Business Goal

HR becoming more strategic function environmental imperatives.

### Introduction to Competency Mapping:

Competency mapping is important and is an essential exercise. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. 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.

Definitions by authors, to understand Competency mapping.

#### What is competency?

Competency is a cluster of related knowledge, attitudes, skills and other personal characteristics that:-

- Affects a major part of one’s job
- Correlates with performance on the job
- Can be measured against well-accepted standards
- Can be improved via training and development

(Source: Scott Parry 1998, Project Management Competency Development Framework, PMI)

- **Definition 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

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situation.”

- **Definition by Hayes (1979)**- Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job.
- **Definition by Albanese (1989)** - Competencies are personal characteristics that contribute to effective managerial performance
- \* **Definition by UNIDO (2002)**- A Competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job

According to ICFAI University HRM issue, dated April 9<sup>th</sup> 2007,

## Understanding Competency

### ➤ **Difference between competency and performance:**

- “Performance” is a deliberate and purposeful action or set of actions that an individual takes in order to achieve a desired result or output of some kind that has got value to the individual.
- “Competency” can be thought of as the tools that individuals use for successful or exemplary (best-in-class) performance. The “best performer” is always called as ‘Competent performer’ and not vice versa.

### ➤ **Competency as a tool:**

Competencies are based on

- **Knowledge:** - information accumulated in a particular area of expertise (e.g., accounting, selling, servicing, management)
- **Skills:** - the demonstration of expertise (e.g., the ability to make effective presentations, or to negotiate successfully)
- **Motive:** - recurrent thoughts driving behaviors (e.g., drive for achievement, affiliation)
- **Attitude:** - self-concept, values and self-image
- **Traits:** - a general disposition to behave in certain ways (e.g., flexibility)

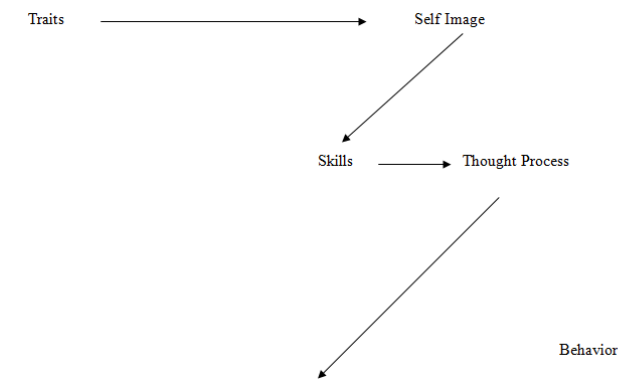
### ➤ **Types of competencies:**

Competencies in organizations tend to fall into two broad categories:

**Personal Functioning Competencies.** These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviors).

**Functional / Technical Competencies.** These competencies include specific success factors within a given work function or industry.

### ➤ **Procedure for acquiring competencies:**



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## Key Behavior indicators

Three important definitions in competency mapping:

- **Competency Map.** A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.
  - **Competency Mapping.** Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role.
  - **Top Competencies.** Top competencies are the vital few competencies (four to seven, on average) that are the most important to an individual in their ongoing career management process. "Importance to the individual" is an intuitive decision based on a combination of three factors: past demonstrated excellence in using the competency, inner passion for using the competency, and the current or likely future demand for the competency in the individual's current position or targeted career field.

## Purpose of Competency Mapping:

"Effectiveness of an organization is the summation of the required competencies in the organization". They are;

- ✓ Gap Analysis
- ✓ Role Clarity
- ✓ Selection, Potential Identification, Growth Plans.
- ✓ Succession Planning
- ✓ Restructuring
- ✓ Inventory of competencies for future planning.

"THE HINDU" dated Wednesday, Nov 30, 2005 has explained the meaning of competency mapping and its process as,

**What does 'Competency Mapping' really mean?** Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. To make it even clearer, we could say that a competency is a behavior (i.e. communication, leadership) rather than a skill or ability although it sometimes includes skills and abilities. Clear? I thought not! Perhaps if we were to look at the steps involved in the process:

**First:** A job analysis is carried out by asking employees to fill in a questionnaire that asks them to describe what they are doing, and what skills, attitudes and abilities they need to have to perform it well. There would be a bit that requests them to list down attributes needed to make it up to the next level, thus making it behavioral as well as skill-based.

**Second:** Having discovered the similarities in the questionnaires, a competency-based job description is crafted and presented to the personnel department for their agreement and additions if any.

**Third:** Having agreed on the job requirements and the skills and attitudes needed to progress within it and become more productive, one starts mapping the capability of the employees to the benchmarks. There are several index points within the responsibility level. An almost (but not quite) arbitrary level of attainment is noted against each benchmark indicating the areas where the assessee is in terms of personal development and achievement.

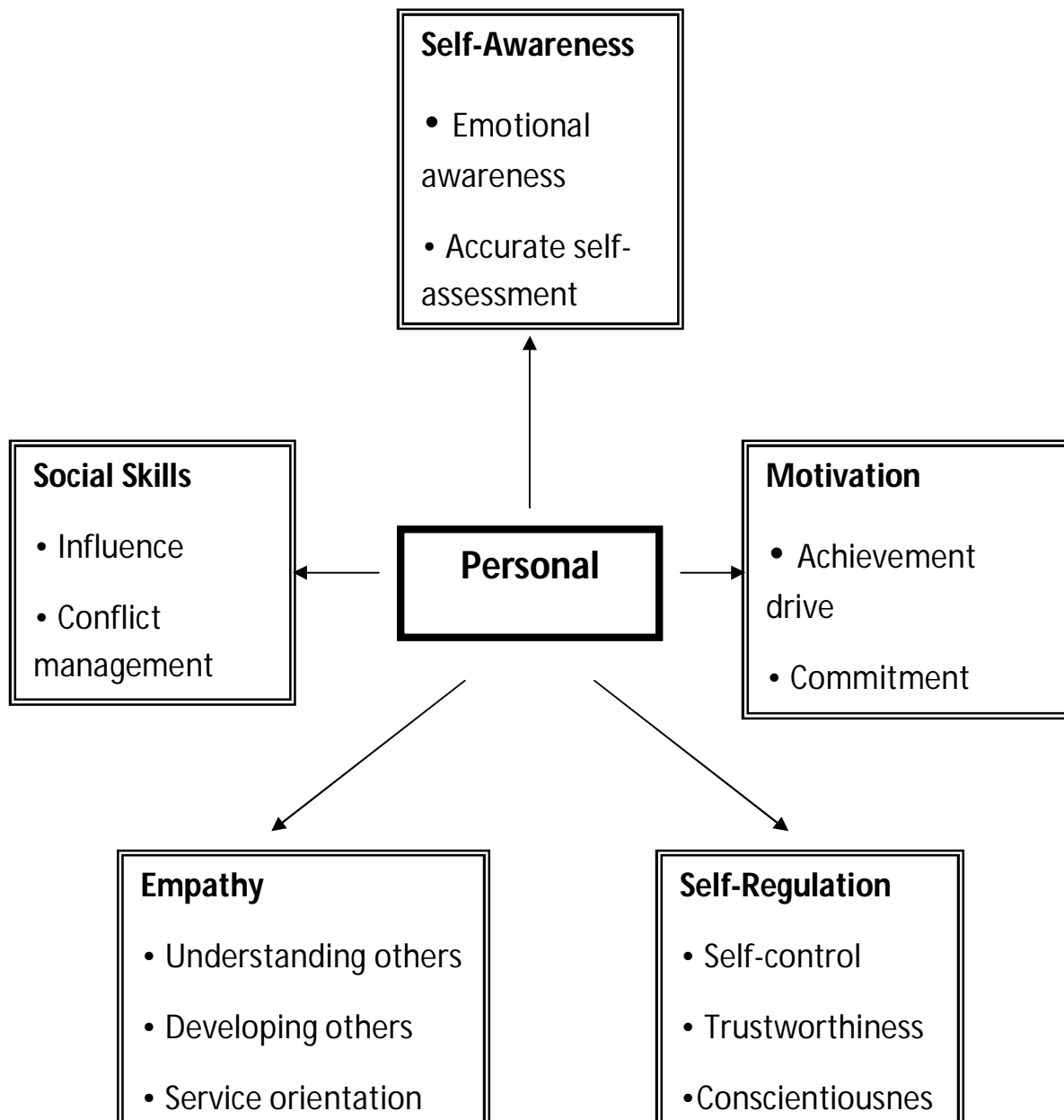
These give an adept HR manager a fairly good picture of the employee to see whether he (or she) needs to perform better or to move up a notch on the scale. Once the employee 'tops' every indicator at his level, he moves on to the next and begins there at the bottom - in short, he is promoted. It helps in determining the training and development needs and importantly it helps to encourage the best and develop the rest. A win-win situation for everyone.

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## The Emotional Competence Framework



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\*Adapted from the works of Daniel Goleman, *Emotional Intelligence* and *Working with Emotional Intelligence*.  
<http://www.shrm.org>

“HRM REVIEW, dated September 2003, has published Competency Mapping in performance management by Dr. Gunmala Suri and Nikhil Vohra”.

### Competency and Performance

One of the major objective of every company is to improve its performance every year and set new standards and norms. For every operation and machine there is a human being and it is the quality of the man behind the machine or the process which determines the performance of the company. In view of this, the performance of the company depends not on the human assets but the human asset having right match of competencies and their levels for performance requirements. It the right match of competencies is available with the employees, then it is their motivation, work environment and incentives which help them to give their best performance.

Company can use goal setting, performance appraisal, incentives career planning and succession planning as measures so further improve the performance of employees. To select the employees with right match for performing the job efficiently, companies recruit people based on qualifications and conduct interview for final selection. But the relationship of this technique to select people for the optimum performance from them is not even 10%. Therefore, in order to improve performance, the companies must pin their confidence on better and more reliable techniques and identify the right competencies and their levels. Many fast growing companies are performing well using competency mapping for selecting and developing their human asset.

### Example:

In **InfoTech**, a PCMM Level 5 company has a successful competency-based HR system. Recruitment, training, job rotation, succession planning and promotions-all are defined by competency mapping. Says Dr.Devendra Nath, executive vice-president of the company, who had initiated the PCMM process in the parent company (L&T) in 1997, "Nearly all our HR interventions are linked to competency. Competencies are enhanced through training and job rotation." He adds that all people who have gone through job rotation undergo a transformation and get a broader perspective of the company. For instance, a person lacking in negotiation skills might be put in the sales or purchase department for a year to hone his skills in the area.

**Dhananjay Savarkar, head of the training department, L&T Infotech**, asserts that in no two organizations can competency frameworks be the same; it will vary over time even in one organization. It is not timeless, it is contextual. "We call it the DNA of success. It is what makes star performers work in a particular way. Isolate the DNA and make it available to ten others," says Savarkar. When the company started competency mapping the whole process took eight months for six roles and two variations. Eventually, 16-18 profiles were worked out. The company uses PeopleSoft for competency mapping. "Behavioral competencies do not change every month. Two appraisals are done subsequently. Every project-end for skills, and annual for behavioral competencies." He acknowledges that there was resistance from the line people, but when the numbers started flowing they sat up. Every quarter, an SBU-based skills portfolio is published. Nath says that it has been a very rewarding experience. As far as training and development is concerned, instead of asking people to attend classes, they themselves get pulled to the classes. Introduction of competency mapping has also involved introducing skill appraisals in performance appraisals.

### III.CONCLUSION

Competencies and competency-based human resources management (CBHRM) are in common practice in many organizations. To survive in a turbulent and dynamic business environment organizations have to adopt competency based human resource management practices, which are vital to productivity and performance excellence. Human Resource Management in the organization has to give keen importance to this process since competency determines the organization

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effort to compete with quality and quality. Employees in the organization are more concerned about their advancement in their career. In addition to the competency consideration career also to be considered by the Human Resource managers in the individual planning level. Career-based and competency-based approaches of Human Resource Management have productive result in the productivity and business surplus in many organizations.

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