# A Study on Concept of Competency Mapping on HR Management Tool in Professional Education

## Abstract

People are the most unique and valuable resource for any organisations in today's competitive environment. These resources cannot be duplicated as every individual is unique. Hence it is essential for the organizations to make use of total employees' talent and gain the competitive advantage. It is feasiblefor the organisation to become aware of the employee's talents, attitudes and overall performance through Competency Mapping. This technique is designed to continuously measure individual and group performance. It is being used for recognizingkey attributes (knowledge, skills, and attitudes) that are required to perform the organisation task efficiently. This research paper is a review of Competency Mapping, types and Procedure for procuring Capabilities and the purpose of Competency Mapping.

**Keywords:** Competence, Competency, Competency Mapping

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## Introduction

Globalization, transitions, paradigm shifts, pressure of competition, wealth creation, shareholder value creation, customer focus, culture and value-based products, and context based approach, managing diversity, culture and value driven are some of the features of today's business

The success of organization earlier relied on physical and financial assets, today the success solely changed to the ability and capability of the human capital and manifested in the form of competencies. Employee competency has gained momentum that is acting as catalyst to stay competitive and attain sustainable competitive advantage of the firm in the face of numerous complexities that exists in day in and day out. Further, the survival of the organization in this knowledge era depends upon employee competency which lies as seed unless explored, nourished and nurtured, to achieve competitive advantage for the firm.

Because of increasingly dynamic environment, strategic planning based on static and rational view have lost their relevance and ceased to suffice. Global firms after the lapse of considerable time have realized that it is the employee competencies which can guarantee coming out of all turbulence, odds and vicissitudes in the business. Further, the organizations in the complex and ever- changing environment are subject to constant change and it is the employee competency which creates and sustains competitive advantage for the firms

## Aim of the study

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In today's world, employee is the backbone of all organizations. Unless right person for the right job is not employed by the organization effectiveness will not come in performance.so the main aim of this study is to measure such effectiveness with the help of competency mapping. This paper endeavour competency mapping and usefulness for the organization in managing employee performance.

## Objective of the Study

1. To review Competency Mapping in work place.
2. To understand the different type of modules in Competency Mapping.

## Review of Literature

### Competency

Researcher R.W. White(1959) defines 'Competency as a concept for performance motivation'.Craig C. Lundberg(1970) defined the concept in "Planning the Executive Development Program".

Harvard psychologist David Mc Clelland (1970) in the article highlighted the significance of testing for competence.

Researcher Mc Clelland (1973, 1976), who is often credited with introducing the concept competency, defined it as a characteristic of successful performance. Over the years, many writers, including key thinkers and leaders in the field, have defined and refined the word *competency* and its related terms.

Researcher Boyatzis (1982) first popularized the term with research result on clusters of competencies: "A capability that exists in a person leads to behaviour that meets the job demands in the organizational environment, and in turn gives desired results"

Another researcher used the term Competency with the conceptionto showdevelopment in association. Its use varies broadly, which sometimes leadto significantmisinterpretation. [Gilbert 1978]

Another researcher discusses the precise attributes of a competency and conducted a number of interviews with experts in the field. From the interviews, it become apparent that there is no complete and total agreement on what is and what is not a competency [Zemke (1982)]

Researcher Burgoyue (1993) made a practicalviewpointto describea competency as how the objectivesof organizations were best accomplished by developingemployee's action.

Another researcher, Hoffmann (1999) in describing a competency, analysed and summarisedearlier literature intothree key themes: (a) original requirementand qualities of an employee, (b) noticeablebehaviours, and (c) standard of individual performance outcomes

(Lucia & Lepsinger,1999) mentions competency as a cluster of related knowledge, skills, and attitudes that affects a major part of one's job (role or responsibility), that correlates with performance on the job, that can be measure against well-accepted standards, and can be improved via training and developmentKlarsfeld,2000) Competencewith different meanings seemedin diverse countries and diverse method ical circumstances.

Acompetency was defined in the literature from various perspectives. "It is the state or quality of being properly or well qualified "[The American Heritage Dictionary (2000)]

Bath, et al.(2004) opines that competencies should not be qualifiedas a check list but be cohesive and appropriateinto a program.

In another research Kodwani, Amitabh Deo (2009) believe that performance is the mantra of today's business organization. Competencies are the set of skills and abilities (technical as well as behavioural) which are essentialfor anticipated level of action and better performance. Right competencies are the key to superior performance. As per the studies in the field, it is observed that most of the business organizations are without proper competency mapping.

Another researcher(Rice 2006) studied the leadership development among healthcare executives in the U.S.

The author believes, competency-based managementgrowthdoes emphaseson clear career objectives, and disciplined approach to career growth will enhance the organization's performance. Along with these growths is career planning for health leaders that would set as innovative strategies for development.

## Competency Mapping

Competency Mapping has been in use since 1960 and has been used in teachingin the USA where conditionsof competencies are to bereadwithe integrated education, personalization and field experience. Competencies are also identified as characteristics of an individual. In the UK Competency mapping was primarilyfor handlingthe growthof work-related standards of performance.

Competency mapping classifiesa person'sgood and bad virtuesso as to allowthe person to realizehim or herself and to point out where professiongrowth needsto be focussed. Competencies are the resultfrom detailedjob families within the organization and are groupedas approach, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc. Competency mapping will befruitful only if there isappropriatebackingfrom the organization'sside since it involves the participationof the completemanagementdevelopmentand growth.[Velde, 2001; Cardy& Selvarajan,2006)]

ResearchersDr.Y. Nagaraju and V. Sathyanarayana Gowda (2009) described Competence Mapping as: An Advanced organization Practice tool illustratesthat employee competency mapping is one such advancedpractice and is widely being used by organizations today. Further, Competency mapping is about assessing the value of human capital and its development

Researchers, Su-Chin Hsieh,Jui -Shin Lin,Hung-Chun Lee (2012) prove that Current trends in human resource managementfocuson the expansionand working of the term competency,particularly the important role it plays in improving job performance which in turn achieves heightened organizational competitiveness.

## Competency Mapping Process

Competency Mapping is a process of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e.job evaluation, training, recruitment) of the organization. A competency is defined as a behaviour (i.e. communication, leadership) rather than a skill or ability.

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

1. Conduct a *job analysis* by asking incumbents to complete a position information questionnaire (PIQ). The PIQ 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

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are the key behaviours necessary to perform their respective jobs.

2. Using the results of the job analysis, one is ready to develop a competency -based *job description*. This is developed by carefully analysing the input from the represented group of incumbents and converting it to standard competencies.

3. With a competency-based job description in hand, one can begin *mapping the competencies* throughout the HR processes. The competencies of the respective job description become the factors for assessment on the performance evaluation. Using competencies will help guide to perform more objective evaluations based on displayed or not displayed behaviours.

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

The above gives a skilfulHR manager an impartiallygood depictionof the employee to see needs to accomplishwellor to move up a markon 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 formatting learning and growth requirementand significantlyitbenefitsto inspirethe best and develop the rest. A win-win state of condition for each and everyone.

## Literature Gap

In today's competitive environment, it is necessary for an individual to constantly improve his/her Knowledge, skills and abilitiesto retain his/her position in the organization and to show signs of improvement for promotion within/ opportunities outside.HR is the most significant resources of any organization. For this, Competency Mapping appears as anappropriateidea. Suitabilityis the capacity or aptitudes required for a specific jobposition. Employment Competencycan be characterized as aptitudes, attributes or characteristics that add to an individual's capacities to perform duties in an organization. It involves Knowledge, Skills and Abilities or Attitude (KSA) that an individual has.This paper is a review of Competency Mapping in organisationsand through its various models to assess the positionsof employeesfor accomplishing the objectives of the institutions/organisations.

## Result and discussion

## Purpose of Competency Mapping:

"Effectiveness of an organization is the sum total of the required competencies in the organization". They are:

1. Analysing the Gap
2. Clarityin Role
3. Assortment, Identifying the Potential, Plan of Growth.
4. Succession planning and forecasting
5. Reorganization
6. Competencieslist for forecasted needs.

## Competency Mapping Models

Competencies Mapping modelsvary from organisation to organisation. It depends on the arrangements and methodologies they take and additionally rely on the kind of work that is done.There are various models for Competency Mapping

1. Individualistic Model
2. Organisational Model
3.  HR System Model
4. Team Model

## Individualistic Model

Elliot Jaques(best known as the author of Requisite Organization, at a talk at MIT's Sloan School of Management several years ago.) provides a normative model of effective hierarchical organizations with an emphasis on competencies. The elements include the present and potential competencies of individuals along the dimensions of cognitive capacity, valuing the work, and non-disruptive personality.

## Job Match Model

This model assumes that employee have a job with specific and identifiable tasks. Work is generally standardised. This model works best in a stable organisational environment

## Strategy Base Model

This modelassumes that employee has a role defined by an organisation's strategic goal. Work is flexible and works best in decentralised or matrix structure.

## Strategy Development Model

This model assumes that employee with a broader strategy attributes, will create their own role which interacts to produce organisation strategy.This model works best in unpredictable and very rapidly changing environment.

## Intellectual Capital Model

This model emphasizes the linkage among the human capital, Structural Capital & Customer/Client Capital. This model explains the knowledge that resides in employees and strategies to use it and value it differently.

## Organisational Model

Peter Senge's methodto a completeorganization competency model is apprehendedin his beliefof the "learning organization." It'scrucial features include developing the growth of new abilities, transmuting learning for existence, learning through performance and training, and the non-separable procedureand content.

## HR System Model

DuBoisemphasedon the whole human resources system, but focus more on competency enhancements through learningand growthplans and approaches.The possibilitiesare driven by organizational strategy but consequences are focused on employee's personalcompetency improvement.

Charles Snow's contingency model links organizational performance to HRM and competency.

Approaches depend on levelto which cause-effect relations disturbingorganizational performance are known and degree of formalstandards of requiredperformance.

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## Team Model

Campion's model, which applies to professional work, advisesthat teams composed of individuals with balancingcompetencies are more usefuland have higher levels of job fulfilmentthan teams whose members have the same competency sets. This is particularlyright for job that is multifacetedand diverse in nature.Competency models are neither constrained nor comprehensive to the above list. Additionally, the organisation hasa tendency to make models according to their own requirement and promptly develop their new models.

## Methods of Competency Mapping

Following are few approaches or methods for competency mapping generally used by the commercial organizations

## Assessment Centre:

Assessment centres is a process (and not a location) that helps to determine the suitability of employees to specific type of employment or job role. Using validated tests, different elements of the job are simulated. The candidates or employees are expected to complete a number of assessments specifically designed to assess the key competencies required for the job role they are applying. These tests focus on assessing the individual based on their knowledge, skills, attitudes and other behaviours. An essential feature of this process is using situational test to observe job specific behaviour.

The International Personnel Management Association (IPMA) has identified the following elements essential for a process to be considered as assessment centre:

1. A job analysis of relevant behaviour to determine attributes skills, etc for effective job performance and what need to be evaluated by assessment centre.
2. Techniques used must be validated to assess the dimensions of skills and abilities.
3. Multiple assessment techniques must be used and Multiple assessors must be used for each assessed
4. Assessment techniques must include job related simulations.
5. Assessors must be thoroughly trained.
6. Behavioural observations by assessors must be classified into some meaningful and relevant categories of attributes, skills and abilities, etc
7. Systematic procedures should be used to record observations.
8. Assessors must prepare a report.
9. All information thus generated must be integrated either by discussion or application of statistical techniques.

## Critical Incidents Technique

This technique was developed by Flanagan (1954) and involves direct observation of the employee in specific situations. The observations should be recorded as accurately as possible since it would be used to identify behaviours that contribute to success or failure of individual or organization in a specific situation. First step, is to make a list of good and bad on the job behaviour. After this, the supervisors should be trained to note down incidents when the employee was successful or not successful in meeting the job requirements. At the end of the year, a balance sheet for each employee is created to find how well the employee has performed (Balaji, 2011).

## Interview Technique

Competency-based interviews may be structured, semi-structured or unstructured depending on the person conducting the competency mapping. Interview should be carefully designed so as to provide information about both the easily observed information and the general disposition and motivation of the employee. Questions prepared should target each competency and give an overview of the tangible skills and knowledge possessed by the employee, how he or she acts under certain conditions, and how they behave with other people. The questions focus on relating past job performance to future on the job performance. Biasness and distortion of flow should be avoided as much as possible (Balaji, 2011). If handled effectively, interviews can prove to be a powerful technique for getting accurate details and obtaining information which may otherwise be unavailable.

## Questionnaire

Competency mapping questionnaires consist of a list of questions either standardized or prepared solely for the purpose of competency mapping which the employees are expected to fill. There may be *competency mapping questionnaire for employees* or for managers depending on the level at which the mapping is being conducted. One form of a questionnaire is the Common Metric Questionnaire (CMQ) that makes use of five domains to examine competencies to improve work performance. These five domains are as follows: background, contact with people, decision making, physical and mechanical activity and work setting. Another form is Functional Job Analysis (FJA) which is a qualitative analysis and breaks the job down to seven parts: things, data, worker instructions, reasoning, people, mathematics and language. The behaviour and actions of the employees in the seven areas is a part of FJA.

## Psychometric Assessment

These are standardized and scientific tools used to assess the mental capacities and behavioural styles of employees in an organization. The most commonly used psychometric assessment is aptitude, achievement and personality testing. Aptitude tests help to determine the capacity of the individual to acquire with training a particular type of skill or knowledge. Achievement tests help to determine the level of proficiency an individual has achieved in a given area. Personality testing gives a description of the unique traits and characteristics that drive the employee's behaviour. Apart from these, competency mapping rating scale may also be used as a part of assessment.

## Conclusion

Competency and Competency Mapping is the popular expression in today's corporate world. While organisations havecontinuously endeavoured to have the correct individual at the right time in the correct task, and they have started toassess the

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abilities.The significance of differentiating competenciesinto different types such as conceptual, technical, contextual, interpersonal, etc has gained momentum. The organisation wishes to decrease the misfortunes (loses) because ofincorrect allocation of work to the staff.Hence, understanding the abilities, intentions, concealed possibilities, qualities of the people working in the association is critical.Every job has its own profile and specification. Similarly, individuals have particular abilities which are either innate or can be acquired.The organisation needsto coordinate the competencies of the employees with the prerequisites of job requirement before allotting the task to them.The organisations based on the business needs and requirements need to either follow the existing competency approach models or to make their own models. and career development of their employees.

Thus, one can conclude that Competency Mapping has become popular HR practice across the globe.

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