

## “COMPETENCY MAPPING – A STRATEGIC APPROACH OF HUMAN RESOURCE MANAGEMENT”

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**Abstract :** Human Resource Management is undergoing a major transformation in today's organizations. The new role of Human Resource Management demands an outlook that differs considerably from the compliance mind-set. Human Resource (HR) management practitioners are expected to be experts on leveraging human talent within their organizations for purpose of achieving competitive advantage. The present globalization of economy necessitates innovative approaches in managing the talent in an organization through competency based HR practices. Competency mapping is a strategic HR framework for monitoring the performance and development of human assets in organizations. Competency based talent management can improve both productivity and performance by identifying key characteristics of top performers and how those traits differ from average employees. These characteristics in turn can filter in a set of core competency profile that consistently lead to successful workforce. The remaining residual can further be developed into core competencies in some other functional areas, as HR philosophy has firm faith that people have potential and can be further nurtured if given proper environment and opportunities. Effectively mapped competencies translate the strategic vision and goal of the organization into behavioural actions that employees must display. This paper focus on competency mapping process and examines how competency mapping enhances the organizational effectiveness.

**Key words:**Competency, Competency Mapping.

### INTRODUCTION

Every organization that wants to achieve its goals in terms of productivity, quality, profitability, stability and growth and increase organizational effectiveness, it must pay attention to the enhancement of competencies of its human resources in a systematic and planned manner. Human Resource is responsible for the development of the employees' competencies, dynamism, motivation and effectiveness in a systematic and planned manner. Strategy formulation and opportunity surveillance are useless exercises unless the company has the internal abilities to execute its decision, or at possesses the chance of developing the required capabilities competence, both genesis and specific, plays an important role in the success of an organization. Competencies are an organization most important resources because they are valuable, rare and difficult to initiate. Organization can capitalize on this resource – managers, after identifying them, can make decisions about how to exploit them and also learn how to expand them.

Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector and try desperately to improve the efficiency of their system. All the methods and approaches for improving the performance and efficiency of their operations points to a basic key factor – “Skill and Competency. Skills and competency, therefore, becomes a focal point of companies, which aims at improving their performance. Every industry, especially production industries, emphasizes on skill and competency. It becomes mandatory for any production company, aiming at improving their performance, to map the skill level of their workers.

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Skills mapping is a technique of studying and analyzing the skills possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons. Skill mapping evolves a result, which not only specifies the skill level of the persons but also identifies the Gray areas where improvement can be made by training or by other means. Skill mapping, thus, is fast becoming important, buzzword for any industry aiming at revamping themselves to the present competitive situation. It is becoming popular day by day and many companies are showing keen interest in using this technique to improve their efficiency. The competence approach focuses on linking business strategies to individual performance efforts. It also encourages employees to develop competencies which can be used in diverse work situations rather than being boxed into the job. Development of employees focuses on enhancing their competencies rather than preparing them for moving to jobs. In this way they can develop capabilities useful throughout the organization as it changes and evolves.

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.

Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for confirmed employees of an organization 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 a potential employer. These kinds of skills can be determined, when one is ready to do the work.

### Scope of the Study :

Competency method can be used in several HRM functions like Recruitment, Promotions, placements, training & development and many other functions. It can be used at all levels from junior worker to top executive. Agriculture, Industries, private sector, public sector, co-operative society or social service organization, competency method can help to find, develop, motivate and retain superior performers.

### Data Collection :

The data required for competency mapping can be collected using different methods and tools of research like on the job observation, critical incident technique, repertory grid, computer based expert system, job task analysis, survey, expert panels and behavioural event interview.

It is difficult to suggest which method is more useful or more accurate. Some methods are easy to use but quality of the data may be inadequate, there are some more and other methods which yield superior quality data but expensive and time consuming. Certain methods and tools are such that they can't be used in all cases. Some jobs may require the use of more than one method or tool for their mapping.

### Competency Mapping Process

- Step 1** Identify Competency Required for Job/Role
- Step 2** Select Individuals for Competency Mapping
- Step 3** Design Competency Mapping Tool
- Step 4** Apply Competency mapping Tool
- Step 5** Identify Competency Gaps or Deficiencies
- Step 6** Post Competency Mapping Applications

a : Recruitment,                      b : Reward                      c : Placement  
d : Development                      e : Performance Management

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f : Career Planning  
h : Succession Planning.

g : Job Redesign

Competency Assessment tools are Self and Superior Assessment, 360° Feedback, Assessment Centre, Psychometric Tests, Interviews, Leaderless Group Discussion (LGD), In-basket Exercise, Management Games, Role Play, Case Study, Scenario Discussion, Portfolio Presentation, Self and Superior Assessment is a tool where competencies for a particular job are listed and individual's existing competencies are assessed against the required competencies by individual himself and his superior. Superior's superior may also be involved in such as assessment process and weightage may be given to the assessment of each of the assessors and accordingly weighted assessment score can be worked out or the assessment score can be averaged out.

The competencies required by Middle level never to manage team can be assessed using a 5 point scale to indicate the expected competency level, i.e. Beginner (Scale 1), Learner (Scale 2), Practitioner (Scale 3), Expert (Scale 4), Role Model / Leader (Scale 5).

Decision making is the basic competency required and to be developed till the maximum expertise level. Mumbai based power sector industry has developed competency matrix for the middle level management to develop “Decision mapping” competency as follows :

### Decision Making :

The key building blocks to this competency are Analyzing all available information & resources, Timely decision making. Whenever you encounter a problem/issue, evaluate all its information, which is available to identify the causes of the problem/issue. After considering all the details of the problem/issue, you will crate & evaluate various possible solutions that will help resolve it. From the various possible solutions, decide on the best alternative that would address the problem in a timely manner.

### Description of the Proficiency Scale :

Sr. No.	Proficiency Scale	Description of the Proficiency Scale
1.	Beginner (Scale 1)	Is unable to evaluate all the aspects of the problem/issue.
2.	Learner (Scale 2)	Tries to identify the problems and comprehend the available information of the problem for taking decision.
3.	Practitioner (Scale 3)	Able to evaluate the problem, generates options to address them and takes timely decision to resolve them.
4.	Expert/Proficient (Scale 4)	Stretches himself to seek more information, evaluates different options, evaluates them and ensures to take a decision.
5.	Role Model / Leader (Scale 5)	He seeks the relevant information to identify the root cause of the problem, develops different options, evaluates each option against others and takes the best possible decision. Acts as a role model for others.

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Developmental Activities to Develop Decision Making Competency : Understand problems and issues completely before making a decision.

- ❖ Gather information. Speak to others involved in the issues, research and read as necessary and feasible to allow you to grasp both the immediate and broader implications of the issues.
- ❖ Track each time you collect information before making a decision. Compare the results of your decisions when you collected information about the problem versus the results of the decisions when you did not collect information.
- ❖ Reflection Tip : Do not allow yourself to be “paralyzed” by indecision or over-analysis when you are unsure about a decision.

### Anticipate the decision making processes ahead :

- ❖ Examine the projects you will be working on within the next 6 months. Make a list of the issues you anticipate having to face. Determine the root cause of the issues and identify action steps to overcome them. Check to see if you have faced similar issues in the past. If so, how did you address the issues and what was the outcome?
- ❖ Ask for feedback from your Manager, colleagues, and/or employees regarding your decision plan.  
**Reflection Tip :** Develop “rules of thumb” to deal with simple issues quickly and effectively without going into in-depth analysis.

### Conduct a SWOT analysis of your Department/Unit :

- ❖ SWOT analysis is to analyze the Strengths, Weaknesses, Opportunities and Threats that face the Unit/Department and what are the decisions required to leverage the strengths, overcome the weakness etc.
- ❖ Seek input from those close to the Unit. For example, supervisors or managers who have been working directly with specific issues will have had the opportunity to form a perspective that you can benefit from, and may have key information at their fingertips.

### Create resources to implement decisions :

- ❖ The importance of thinking through the implementation of decisions is as important as the decision itself.
- ❖ Analyze the requirements to implement a decision. List out the resources in terms of people, money and material required to implement a decision and the extent of feasibility of implementation.
- ❖ Create Plan 2 : Work out a contingency plan in case the original plan of implementation will not work.  
**Reflection Tip :** Create a list of all decisions that you have taken in the last one week and how many of them were implemented.

### Learn from best practices in decision making :

Read about companies that were facing major issues (market change, bankruptcy etc.) and the decisions their senior management made. Try to understand the reasons behind the decisions that were made. Identify someone who is successful at decision making and ask if there is a decision that you can think through with her or him to enhance your skills. Discuss the issue with the person. Look for casual relationships. Develop a response to the issue, then compare your response to the other person’s response. Discuss similarities and differences in your responses.

**Reflection Tip :** Ask your Supervisor to assess and give feedback to you to your decision making ability.

### Conclusion :-

Measurement of performance of an employee with the help of Competency mapping gives an idea about attitude ability and skills needed to perform a job. As this process to know the differentiating Competency of an employee will be very much helpful in recruitment of right kind of employees in beginning and also it will more useful in improving skills, abilities of existing employees. Competency mapping will definitely change the attitude of employee towards work and organization. Ultimately this will create healthy work culture among employees and also educates them regarding their duties and

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responsibilities and compel them to perform well in order to achieve the core objectives of the organization. Thus the process of Competency mapping creates quality culture among the employees and also leads towards quality enhancement.

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