

Review Study of Competency Mapping in the Organisations

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Abstract: *In today's competitive environment people are the most unique and valuable resource for any organisations. These resources cannot be duplicated as every individual is unique. Hence it is critical for the organizations to make use of this talent and gain the competitive advantage. It is feasible for 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 use for recognizing key 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*

I. Introduction

In the present age on globalized economy there is a need of creative strategies for dealing with work force. In an information based economy it is critical for an organisation to assess the workforce competency and improve them on a continuous basis to meet challenge of the today's competitive environment. Organisation depends on their skilful employees as their primary asset to achieve their success.

The phrase Competence and Competency even though used interchangeably aren't one and the same. Competence is a universal term relating to a person's typical ability, even as competency refers to unique competencies. Competencies are made up of the attributes of knowledge, skills and attitudes. The Australian National Training Authority (ANTA) defines competency as the capability to complete responsibilities to the standard anticipated in work. The National Office of Overseas Skill Recognition (NOOSR) defines competency as the capability to complete the actions within an work or task to the standard anticipated in work. The idea of competency focus on what is anticipated from an individual or employee in the working environment as opposed to on the learning procedure and incorporates the capacity to transfer and apply skill and information to new circumstances and situations. The word competency is not restricted only to task and abilities, but it also incorporates all aspects of work performance.

Human capital is considered as a valuable asset for any organisation. Organization today knows the cost in their maximum valuable asset that's Employee. Sustaining and building up this benefit will have an immediate effect of profitability of the organisation. The word "competency" assumes the critical part in enhancing work execution and thusly helps the association to comprehend the developmental needs of each employee. This technique allows to company to gather a brand new set of knowledge, skills, and attitudes to stand the range and hassle of the brand new enterprise surroundings effectively. Human resource specialists viewed a set of competencies as a tool to serve as a common language throughout the entire organization to consistently plan personnel, conduct performance reviews, and determine the training program. In this fast changing democratic and social environment Competency Mapping has become a vital tool for HR department. This tool helps in the development of employee as well to identify the critical competency to enable them to perform their jobs better. It also works as an strategic framework for evaluating the work performance. Competency Mapping helps in accessing individual strengths and weaknesses and suggest them where the efforts are required for their career growth.

Objective of the Study:

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

II. Review of Literature

Competency

R.W. White(1959) Competency is defined as a concept for performance motivation.

Craig C. Lundberg(1970) defined the concept in "Planning the Executive Development Program".

Harvard psychologist David McClelland (1970) in the article highlighted the significance of testing for competence. This gave rise to competency models being established as the building blocks of superior performance in many professional and technical academic, organizational, and manufacturing endeavors.

David McClelland (1973)"Testing for Competence Rather Than for Intelligence". His study reveals the information to show that old accomplishment and intellect scores may not be able to foresee Job Achievement and it is only the exact competencies required to perform a given job effectively and measuring them using a variety of tests, one can be sure about his profile.

Gilbert (1978) Competency was used with the conception in association to show development. Its use varies broadly, which indicates to significant misinterpretation.

Burgoyne (1993) employed a practical viewpoint to describe a competency as how the objectives of organizations were best accomplished by developing employee's action.

Hoffmann (1999) analyzed former literature and concise three key themes in describing a competency: (a) original requirement and qualities of a employee, (b) noticeable behaviors, and (c) standard of individual performance outcomes

(Lucia & Lepsinger, 1999) A competency is a cluster of related knowledge, skills, and attitudes that affects a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measure against well-accepted standards, and that can be improved via training and development.

(Klarsfeld, 2000) Competence seemed in diverse countries and diverse methodical circumstances with diverse meanings.

The American Heritage Dictionary (2000) A competency was defined in the literature from various perspectives. "It is the state or quality of being properly or well qualified" Bath, et al.(2004) opines that competencies should not be qualified as a method of a check list but be cohesive and appropriate into a program.

Kodwani, Amitabh Deo (2009) believes that performance is the mantra of today's business organization. It is only the people with right abilities who are able to perform better. Competencies are the set of such skills and abilities (technical as well as behavioral) which are essential for anticipated level of action. Right competencies are the key to superior performance. Most of the business organizations are without proper competency mapping as per the studies in the field. (Rice 2006) studied the leadership development among healthcare executives in the U.S. The author believes, competency-based management growth does not just sense, however it purposely emphasizes on clear career objectives. The author also mentioned that 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.

III. Competency Mapping

Competency mapping has been in use since 1960s. It has been in use in teaching in the USA where conditions of competencies were to be well-read with the integrated education, personalization and field experience. Competencies are also identified as characteristics of individual. Competency mapping was primarily used in the UK for handling the growth of work-related standards of performance.

Definition of 'Competency Mapping' Competency mapping classifies an person's pros and cons. The goal is to allow the person to well realize him or herself and to point out where profession growth needs to be focussed. Description: Competencies are resulted from detailed job families within the organization and are frequently assembled about types such as approach, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc. (Velde, 2001; Cardy&Selvarajan, 2006) Competency mapping will be fruitful only if there is appropriate backing from the organization side since it involves the participation of the complete management development and growth.

Dr.Y. Nagaraju and V. Sathyanarayana Gowda (2009) Competence Mapping: An Advanced Organization Practice Tool illustrates that employee competency mapping is one such advanced practice that is widely being used by organizations today. Competency mapping is about assessing the value of human capital and its development

Su -Chin Hsieh,Jui -Shin Lin,Hung-Chun Lee (2012) it proves that Current trends in human resource managing place stresses on the expansion and working of the term competency, particularly the important role it plays in improving job performance which in turn achieves heightened organizational competitiveness

IV. Competency Mapping Process

Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. Competency is a behavior (i.e. communication, leadership) rather than a skill or ability although it sometimes includes skills and abilities. There are three stages in the creation of competency mapping:

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 revealed the comparisons in the surveys, a competency-based job explanation is created and offered to the human resource department for their agreement and additions if any.

Third: Having decided on the job necessities and the skills and attitudes needed to develop within it and become more fruitful; one starts planning the competence of the employees to the standards. There are several index points within the responsibility level. An nearly (but not quite) subjective level of accomplishment is illustrious against each standard indicating the areas where the assessee is in terms of individual growth and accomplishment.

These give an skilful HR manager a impartially good depiction of the employee to see whether he needs to accomplish well or to move up a mark 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 formatting learning and growth requirement and significantly it benefits to inspire the best and develop the rest. A win-win state of condition for each and everyone.

Literature Gap

Today entire world has become a global village where everything is available on finger tips. This has created competitive environment amongst the employee of various organization. This environment has given a rise to various kind of competition at various levels in any organization. This has affected the organization in many ways mainly the problem of low productivity and employee growth. The need of the hour of any organization is to understand their employee needs as well their talent so that right person is place at right position so has to improve the organization efficiency as well their employee career growth is also achieve But most of the organization does not realize the important of competency mapping in achieve this goal their productivity which would help them to achieve the organization goals. The research paper aims to understand how competency mapping and various model that can be applied to organization which in turn help them to increase their productivity.

Purpose of Competency Mapping:

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

- Analysing the Gap
- Clarity in Role
- Assortment, Identifying the Potential, Plan of Growth.
- Succession Forecasting
- Reorganization
- Competencies list for forecasted needs.

Competency Mapping Models

Mapping the competencies differs from organisation to organisation. It will rely on upon the arrangements and methodologies they take. Not just that, it additionally relies on upon the kind of work that is done.

There are various models for Competency Mapping

- ❖ Individualistic Model
- ❖ Organisational Model
- ❖ HR System Model
- ❖ Team Model

Individualistic Model:

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 model assumes 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 emphasize 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:

Elliot Jaques offers a normative model of graded or ranked organizations with an emphasis on competencies. The essentials comprise of the current and probable competencies of persons along the extents of intellectual capability, appreciating the effort, and non-disruptive behaviour.

Peter Senge's method to a complete organization competency model is apprehended in his belief of the "learning organization." It's crucial features include developing the growth of new abilities, transmuting learning for existence, learning through performance and training, and the non-separable procedure and content.

HR System Model

Dubois emphases on the whole human resources system, but stresses more on competency enhancements through learning and growth plans and approaches. The possibilities are driven by organizational strategy but consequences are focused on employee's personal competency improvement. Charles Snow's contingency model links organizational performance to HRM and competency. Approaches depend on level to which cause-effect relations disturbing organizational performance are known and degree of formal standards of required performance.

Team Model

Campion's model, which applies to professional work, advises that teams composed of individuals with balancing competencies are more useful and have higher levels of job fulfilment than teams whose members have the same competency sets. This is particularly right for job that is multifaceted and diverse in nature.

Competency models are neither constrained nor comprehensive to the above mentioned list. Additionally, the organisation has a tendency to make models according to their own requirement and promptly develop their own new models.

V. Conclusion

Competency and Competency Mapping is the popular expression in today's corporate world. While organisations have continuously trusted that it is essential to have the correct individual at the right time in the correct task, they have got recently begun to assess the abilities. The significant of differentiating competencies into different types such as conceptual, technical, contextual, interpersonal, etc has gained momentum. The organisation wish to decrease the misfortunes (loses) they acquire because of incorrect allocation of work to the staff. Consequently, 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 needs to coordinate the competencies of the employees with the prerequisites of job requirement before allotting the task to them.

The organisations based on their business needs and requirements need to either follow the existing competency approach models or need to make their own particular models. Many organisations develop their own competency mapping model which is more helpful for the organisation and career development of their employees. Thus one can say Competency Mapping has become popular HR practice across the globe.

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