

Employee Development through Competency Mapping: A Conceptual Study

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Abstract:

Human resources are regarded as one of the key assets for any kind of organization. From, the organization's point of view employee development holds the key. The Development of the employees mainly depends upon the competencies (Knowledge, Skills, and Abilities) that they have. To be successful the organizations have to find and develop some competencies among their employees to be more adaptive and competitive. But here the bigger challenge from the organization perspective is what competencies are to be identified and developed. Researchers suggested that there are no specific lists of competencies to do the job, but the competencies change from person to person based on their job's role. So to find the competencies proper job analysis has to be done and thereby preparing effective job descriptions and employee specifications is crucial. Once the requisite competencies are identified those competencies can be incorporated through various training and development programs.

Key – Words: Human Resources, Employee Development, Competencies, and Organizational Performance.

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I. Introduction

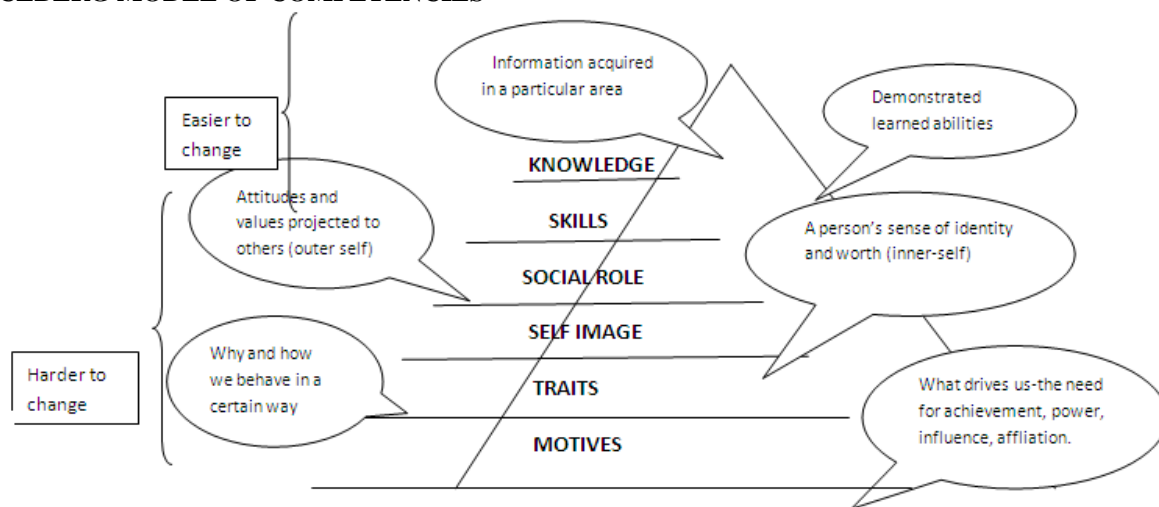
Human resources are regarded to be the most valuable and scarce resource available for any organization across the globe. Today when we measure the organization's performance, it is not with its material resources, but it is their human resources how they are acquired, maintained, used and how well those resources are retained. It is a known fact contemporary multinational organizations and other businesses require professionals with desired competencies that would enable their employees to do their jobs in ever-changing competitive business environment. One cannot clearly define that these are the list of competencies needed, because competencies differ from job to job. It should be noted that there exists a wide range of definitions of competency and their acquisition. The classical author (**White, 1959**) defined competency as one's ability or capacity to interact effectively with its environment and effectiveness in carrying out goals. When we ask Hr – Managers what are the competencies required to make a person competent, they often respond to various lists of skills and attributes. But front – line managers felt that competencies is the way the employees see and perform the job. (**Jorgen Sandberg**)

But, if we see a question arises is the developed world is on the verge of a skill crisis? The reality is that most of the graduates graduating from universities have a huge shortage of skills (**Eben Harrell**). As per the survey conducted by Deloitte in 2013 among executives at large companies, nearly 39% opined that they are either "barely able" or "unable" to meet their needs of talent (**Eben Harrell**). To overcome the shortages of talent companies have two options to overcome: 1. going for the external labor market, 2. focusing on developing the internal market. Coming to the world of work which is changing at a faster pace due to the advent of new technologies and innovations are putting immense pressure on the employees to be more versatile and multi-talented (**P.Nagesh**). From the organization's perspective, it has to find the competencies among their employees are the key and how they blend those competencies is a challenge.

Competency is a total combination of knowledge, skill, and attitude and moreover, it is also related to the behavior. Competency Mapping is a process to find the key competencies and incorporating those competencies among their employees through proper Job-Evaluation, Recruitment, and Training (Keerthana). If we see the evolution of “competence” came into vogue following R.W.White’s 1959 psychological review article ‘Motivation Reconsidered: The Concept of Competence’. (Cheryl Lasse, 2015). A competency is divided into specific skills requiring a level of proficiency. Next, each skill has to be clearly defined, and list out the specific behaviors needed at different levels of proficiency (Cheryl Lasse, 2015). An individual employee is said to be competent in his/her assigned job when he/she can do various tasks or skills at target proficiency level (Cheryl Lasse, 2015). Perhaps, the clearest concept of competency is defined by the University of Nebraska Lincoln (2019): It is the mix of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhancing the employee’s performance and ultimately result in organizational success.

Competencies can be better understood with the help of an Ice-Berg model explained through the below figure 1:

ICEBERG MODEL OF COMPETENCIES



Source: Figure 1 The Ice-Berg and why you need to build your Competency Model by EDEBREO, Exe Q Serve

From the above diagram at the tip of the iceberg shows the part above the waterline which is visible includes the technical competencies and below the waterline, we can see the behavioral competencies which are more difficult to develop (Hay – Group). The Ice-Berg only exposes 10% of its mass above water and while 90% of its mass is hidden below the surface of the water. In a similar way like Ice-Berg, one’s competencies are both hidden and observable. (Iceberg model & McClelland theory, 2016).

Most of the organizations across the globe are still adopting traditional method for recruiting their employees, where more importance is only given to the visible competencies of knowledge and skills, but not the hidden competencies like value, self-image, and motives which are only uncovered with the progress of the individual employee within the organization (Iceberg model & McClelland theory, 2016).

In the year 1973, David McClelland published an article titled “testing for competence than for Intelligence”. He identified that traditional limits used for assessing performance such as aptitude tests, examination results and references were a good predictor of an individual’s performance on the given job. Hence from the above information, it is clear that both Iceberg and McClelland’s views on competencies identified the hidden components of an individual and both these models argued that organizations have to look beyond the hidden competencies and go deep into the unhidden competencies of an individual.

1.1 Methodology

The study is completely secondary and attempts to describe what is competency and how it plays a significant role in developing of both individual employees and the organization as a whole. The aims of the study are:

- To review the existing research and explore what is competency mapping and the challenges met to identify various competencies by the organizations.
- To trace how the organizations are viewing competency mapping as an effective tool in developing their employees.

The criteria for selecting the existing research on the topic included highly cited research studies on competency mapping, especially the mapping of competencies is done across the organizations. Most recent research studies

available on Google search, EBSCO has been selected for the purpose of review. Various models practiced by Indian organizations related to competency mapping were studied for a better understanding of the selected topic. A report that is published by Indian civil service commission data on how the competencies are integrated with Human resource functions is utilized as qualitative sources of literature. The entire review is structured into a thematic form.

1.2 Competency formalization: what are competencies?

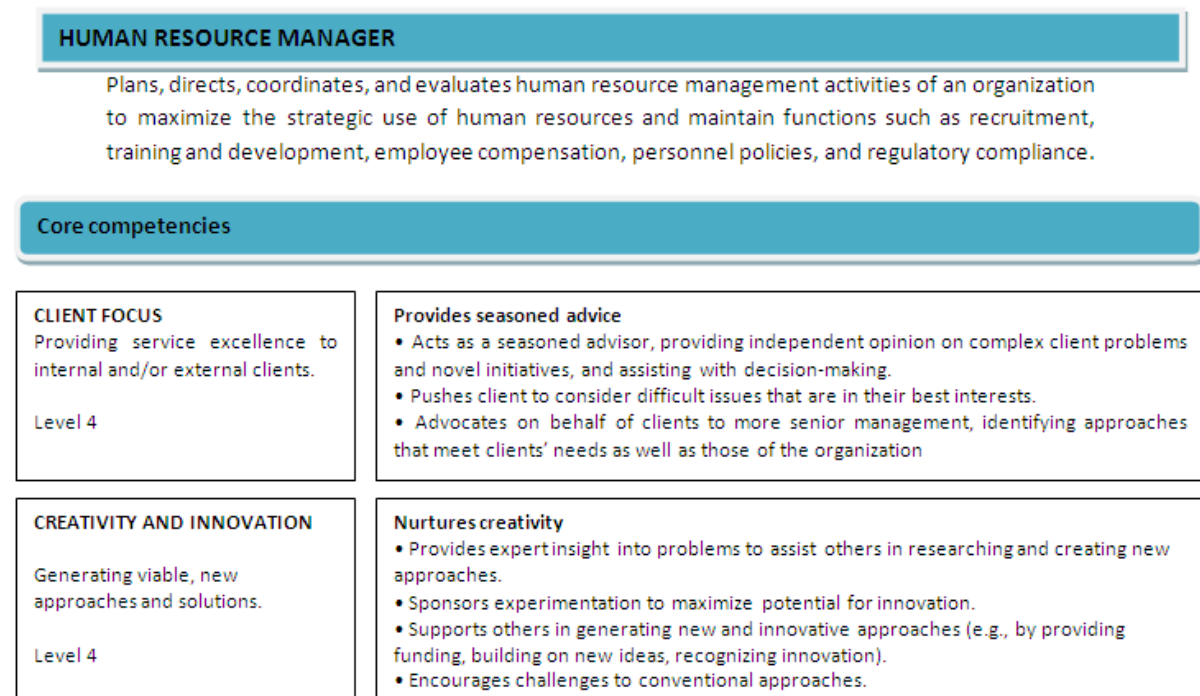
Competencies are attributes described in terms of behavior with his/her assigned job. It is to be noted that competencies are different from competence. As, per one research study conducted it is not only the education that makes an individual to perform the job successfully but identification and developing the competencies is crucial from both the individual and organizational points of view. The majority of the companies are now evaluating the performances basing on the competencies only. But, before measuring the employee contributions in their job, firstly the managers have to clearly define what and how the goals has to be achieved, and what are the expected behaviors (competencies) needed have to be identified. **(Yatin Pawar)**

1.3 Competency Layers:

The competency layers have to be always build from the company’s vision, values, and strategic business priorities. Competency layers can be divided into the following:

- **Core Competencies:** These competencies are shared by everyone in an organization from Ceo to a temporary worker. Core competencies are those that help an organization to achieve competitive advantage by differentiating itself from its competitors.
- **Job family competencies:** These competencies are shared by a “Family” of related jobs that have common functions in an organization. A job family consists of jobs spread across different departments or units that share common tasks and functions.
- **Job-specific competencies:** These competencies define the skills required to perform the specific job role effectively.
- **Leadership competencies:** Are those kinds of competencies that are used to define the various kinds of roles in an organization involving in managing, supervising the other’s work in an organization. (Not shown in the below figure 1)

The following figure shows a sample competency profile of a Human Resource Manager
Sample competency profile of Human resource manager



<p>TEAMWORK</p> <p>Working collaboratively with others to achieve organizational goals.</p> <p>Level 4</p>	<p>Coaches others/resolves conflicts</p> <ul style="list-style-type: none"> • Coaches others on teamwork skills to promote high team performance. • Provides constructive feedback to fellow team members. • Facilitates beneficial resolutions to conflict among team members.
<p>INTERACTIVE COMMUNICATION</p> <p>Listening to others and communicating articulately, fostering open communication. (Persons with hearing impairments may lip read or use sign language.)</p> <p>Level 3</p>	<p>Adapts communication</p> <ul style="list-style-type: none"> • Tailors communication (e.g., content, style and medium) to diverse audiences. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Communicates equally effectively with all organizational levels. • Understands others' complex or underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation.

Job family competencies

<p>INFORMATION GATHERING AND PROCESSING</p> <p>Locating and collecting data from appropriate sources and analysing it to prepare meaningful and concise reports that summarize the information.</p> <p>Level 3</p>	<p>Processes complex information from various sources</p> <ul style="list-style-type: none"> • Critically evaluates data sources for reliability. • Knows when to seek expertise to discern and compare information or to clarify a problem. • Maximizes the potential of available technology to identify relevant information. • Quickly processes large volumes of information discerning relevant and irrelevant information.
<p>INTERACTIVE COMMUNICATION</p> <p>Listening to others and communicating articulately, fostering open communication. (Persons with hearing impairments may lip read or use sign language.)</p> <p>Level 3</p>	<p>Adapts communication</p> <ul style="list-style-type: none"> • Tailors communication (e.g., content, style and medium) to diverse audiences. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Communicates equally effectively with all organizational levels. • Understands others' complex or underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation.

Job Specific Competencies

<p>RECRUITMENT AND SELECTION</p> <p>Providing advice and services related to the attraction, sourcing (advertising, job fairs etc), evaluation (determining and implementing selection criteria and strategy) interviewing and intake (i.e. negotiating offers) of appropriate talent to meet the organization's human resources needs.</p> <p>Level 4</p>	<p>Participates in proactive recruitment activities</p> <ul style="list-style-type: none"> • Conducts strategic and proactive sourcing, building relationships with potential high-quality candidates. • Develops and maintains appropriate metrics and statistics to evaluate effectiveness of recruitment processes. • Keeps up with current trends and suggests improvements to existing recruitment processes and evaluation methods. • Provides expertise and advice regarding complex recruitment issues and assessment techniques to other HR employees and hiring managers. • Coordinates recruiting resources, internal and external to seamlessly meet client needs. • Forecasts future human resource needs and develops strategies to meet these
<p>LEARNING AND DEVELOPMENT</p> <p>Creating a supportive learning environment aligned with the organization's goals and strategies by providing employees with tools and activities to promote their professional development.</p>	<p>Provides learning and development advice and services to individuals</p> <ul style="list-style-type: none"> • Provides advice on the development of learning objectives, linking them with business needs/outcomes. • Works with employees to identify career paths. • Monitors employees' learning activities and career progression, providing feedback and coaching as necessary. • Facilitates learning activities and conducts training sessions. • Modifies learning activities to fit learner needs as part of a broader learning initiative program or curriculum (e.g., incorporates organizational content into learning activities).

Source: Figure 2 Competency layers by Human Resource Systems Group

1.4 How Competencies are used by the employers

Employers generally use competencies as fuel for:-

- To measure a candidate’s potential future effectiveness at interview.
- To review employee’s capabilities, potentialities, and performance.

Apart from the above majority of the employers use competencies in recruitment process, appraisals, succession planning and in many more HR – Related activities. To say the use of competencies in the recruitment process can dig and get a complete clear picture of the candidate, to ensure the best person is selected for the role. Competencies can be also used to assess the existing employee’s performance as a part of the annual review or before a promotion. Finally with the effective use of competencies helps companies to recruit the best candidates that will be a good fit with the firm. In the talent life cycle competencies can be used in maintaining consistency. Skills can be learned, but competencies are related to an individual’s personality (**Wiki Job, 2019**)

In general, the competencies can be divided into the following shown through this table:

S.NO	COMPETENCY	DESCRIPTION	EXAMPLE
1.	Organizational	It includes the mission, vision, core values	Customer driven, Risk taking abilities etc.
2.	Core	Technical Expertise	Technology to be adapted, Strategies, Assessing the competition
3.	Technical	Depending upon the position these competencies are weighed based on his/her job role	Organizations recruiting talent exclusively based on the technical aspect: software
4.	Behavioural	Individual performance competencies	How to Development of Talent
5.	Functional	These are job – specific competencies	Storing in data- base
6.	Management	Specific attributes that indicates an individual’s potentiality	Demonstrating pertaining behaviours

Source: Table 1 (Competency- based performance reviews: Yatin Pawar, April 2, 2018)

1.5 How to identify the Competencies:

Identification of the competencies should start at the organizational level where the core competencies at the organizational unit differ from the individual competencies. To, do this the future organizational goals have to be identified and then skilling initiative development programs have to be conducted to achieve those competencies. After achieving the above mentioned the next step is the identification of individual competencies usually done for a single job or a job family. The list of individual competencies is clearly shown in the above table, but the competencies are derived from the job requirements and are influenced by the core competencies discussed earlier. The required competencies needed are identified by the existing skills that the employees possess within. (**Ley & Albert**)

1.5 Methods used to assess Competencies: In general in larger organizations it is the HR – Manager / Corporate headquarters or even an outside expert will design a competency model required. Once the appropriate competency model is designed then it has to be assessed with the individual competencies, through that only the real gap between the individual competencies and expected competencies to be developed will be identified. Basing on the literature survey these are the models used to assess the competencies. (**Erwin Melvin**)

a. The Self – Assessment: The self – Assessments allows the employees to assess their strengths and weaknesses by themselves and thereby identify the areas for further development. Here, the question is the individual employee assessments given should not be consider as final, they have to be assessed with the manager. The following figure shows how the individuals rate them accurately by showing bias:

How would you feel that you can demonstrate the following behaviors linked to competencies?

Competency/Behaviour	Rating				
Competency: Writing skills	0	1	2	3	4
1.Effectively organizes the written material					
2.Uses effective grammar					
3.Spells properly					
4.Gears the language to appropriate audience properly					

0 – Not Applicable, 1. Not very well, 2. Not Well, 3. Well, 4. Outstanding

Source: Table 2 William J. Rothwell and Jim M. Graber, Competency-based training basics (New York: ASTD, 2010)

b. Manager assessments: The manager competency assessment can be only done after monitoring and assessing the individual competencies. Manager assessment can be very easy for entry-level positions and very difficult for senior-level positions where the competencies required to perform are complex.

c. 360-degree assessment: 360-degree assessments will yield accurate results because they measure the individuals from all possible convincing angles. It starts first the individual by self-assessment himself/herself against their position competency model. Later, others who are working with the employee like co-workers, subordinates, supervisors, internal and external customers, supplier's opinions are also collected. Once all the assessments are collected then the final average score is identified to find out the respective individual employee's competency score.

2. Literature review:

David Martone (2003): In this article, the authors tried to investigate the competency-based performance management system through which a new set of skills and behaviors that has to be incorporated to be successful in their job – roles and also for the future growth of the organizations. This, study highlighted from the organization perspective it has to clearly define its short & long term goals and then determine the skills and behaviors to achieve those goals. Most of the organizations feel that all their employees should be very strong in their skills, but in reality, it is not possible because the employee's skills differ from employee to employee.

Ley & Albert (2003): This study is mainly focused on a competency-based performance approach by using various mathematical structures to establish a relationship between the competencies and performances. The study was conducted at knowledge-based organizations where the job requirements changes frequently and identification of competencies is done with the support from HR – Managers, Knowledge Engineers and Employees.

Steve Garrett (2003): In, this research study Steve listed out the competencies that are required for the success of organizations across the globe. The study also explained how do the competencies are related to individual career development. The main study also revealed that mapping one's competency strengths are one of the most powerful marketing tools available to both individuals and organizational talent management professionals in today's globally competitive world.

Rakesh, Jyotsna (2009): The main purpose of this paper is to study and know-how to build an effective talent management strategy based upon competency profiling and how competency profiling became a critical impact area within the field of strategic HRM. For conducting this study the researchers selected Indian pharmaceutical organizations and the method employed is the Case study approach. Basing on the data collected a Case is developed at the selected organization in studying how to design and implement a good talent management strategy. After the research study, the findings revealed that attrition of the top- level and the valued segment has come down, and some key positions within the pharmaceutical organizations are filled through succession planning. The major implication of this study is that it only concentrated on how to attract, develop and retain the key talent but it does not aim to train and develop the average talent into their key resources. In, this study paper the authors tried to explain how to build an effective talent management strategy based on competency mapping. The entire study is a case – based approach conducted in selected Indian Pharmaceutical organizations. This study they highlighted how to identify and retain its key – talent. And, the findings questioned that who is responsible for individuals employee growth and development – Is it the organization, manager or individual.

Deborah & Starkweather (2010): This, research paper mainly focused on various human characteristics necessary to achieve success, through inculcating some key competencies among IT project management US industries. The entire study is conducted with a sample of IT recruiters alone and asked them to determine the list of competencies and characteristics they are counting when they hire Project Managers. And, all the competencies were narrowed down to 15 and further asked to rank those competencies in order of importance. And, the final results indicated out of 15 only 6 competencies were identified to develop and to be possessed with Project Managers to be recruited.

Sarkar (2010): In this research article the author tried to investigate how effective competency mapping can rejuvenating the workforce. The authors used a Knowledge based development model to study the selected organizations. Various primary tools like questionnaires, psychometric tests, direct observations, and job – analysis were used to collect the relevant data relating to the study. The final observations revealed that effective competency mapping among the employees with jobs leads to individual career development and organizational development as a whole.

Mily Velayudhan, T.K. (2011): In this paper, the researcher explained that competency mapping in any industry is not a complicated task. The core of any successful activity in an organization there lies a competence. Whatever technological changes may happen to Indian software still the employees who possessed the requisite competencies will have a huge demand. So it is the organizations which have to develop certain competencies among their workforce, so that the workforce will be future-ready. In this paper, the researcher has collected data from a sample of 195 software employees, and out of the total 145 are from Cognizant

Technologies, and rests are from HCL Technologies, Chennai. The researcher has studied the existing set of competencies required to perform the assigned job, and also studied in-depth about the missing competencies. The paper also discussed various training and personality development classes for the employees that have to be conducted to bridge those missing competencies.

R.Yuvraj (2011): In this research paper the author explained how competency mapping is viewed as an important essential activity for any organization. Each and every firm should have a well-defined roles and list out the competencies required to perform each job role effectively. The main objective of this study is to map the technical competencies needed for different employees at various jobs in the selected organization Textile Manufacturing Unit. The, Research design is descriptive. In this study, the researcher has studied the competencies required to perform the existing job, and then started to map the competencies needed. A Census survey was used to collect the required data from a sample of 1400 workmen employees in different departments. The final findings revealed that permanent employees were rated immediately by their line supervisor, and once the gaps were identified they were filled with appropriate training programs. Training is only given on need-based on the selected organization.

N. Garavan (2012): In, this paper the authors tried to explore and understand the concept of developing talent through the formulation of various strategies in organizations. The, study mainly focused on what are the competencies required, and how those competencies should be developed. And, the entire research study conducted is purely theoretical. However it does identify some gaps for further research.

Krishnaveni (2013): In this research paper the author aims to assess the competency of the employees working at Meenakshi Hospital and Research Centre, Madurai, India. The study is mainly undertaken to identify the employees within competencies, and then plan for the appropriate measures to improve their competencies. The research design adopted in this study was descriptive. The entire data is collected through a structured questionnaire and the sampling method employed was convenient sampling. And the entire data is collected from a sample of 84 employees and the data analyzed by using mean score and analysis of variance (Anova). The final findings resulted that the overall mean score is 3.6525 indicating that the existing competencies possessed by the employees at the selected hospital are enough to perform their assigned job. But coming to leadership and communication skills were moderate when compared to other competencies, and to improve the above said proper training and simulation programs have to be designed and properly implemented at all levels in the selected hospital, Madurai.

Shulgana Shankar (2013): In this paper, the author expressed his views on how training holds the key for learning new tasks in an organization. This paper mainly discussed the process of competency mapping and focused on competency mapping can be used for conducting the training needs assessment. The entire data presented in the paper is purely empirical in selected public and private manufacturing units in India. To, identify the competency gaps among the employees Gap – Analysis technique was applied. Once the required competency gaps were identified, need - based training was introduced to fill those gaps, and after the training, the significant difference was also measured among the employees. The main research objective is to measure the competency gap of the individual employees in different organizations. To measure this hypothesis testing with Anova is done. The final findings resulted in that the gap level identified was reduced through need based training, and this was concluded by the hypothesis testing through sign test. A total of 16 competencies were identified, and only for 9 competencies, the training needs were identified in this study.

R. Sugumari, S. Rupa (2014): In this research article the authors clearly outlined how competency mapping can benefit both employees and organizations. The authors also identified that for different job roles different competencies are required to perform their jobs effectively. To achieve this firstly competencies are to be identified to meet the present and future goals of an organization. To know how competency mapping makes a difference an attempt was made to analyze the link between competency mapping and HR practices of the selected organization. The entire research data is collected from a sample of 100 employees, and the method employed was simple random sampling. And a well-defined structured Likert scale of 3 point rating was used to collect the required data. In this study, the researcher prepared a 5 set of questions relating to various HR functions in the selected organization. The final findings of the study revealed that since the jobs are different from one another, the competencies required also differs, so to match with the job it is necessary to provide adequate training to employees after identifying the competencies needed to perform the given job at the selected organization. So the overall study resulted that at present selected company Farida Classic Pvt. Ltd the present status of Competency Mapping is well defined.

Ans Devos, Sara De Hauw & Ine Willems (2015): In this research study the authors discussed the prominent role of competency development and how it enhances the success of both employees and organization. The study also focused on most of the organizations have introduced competency development as a central part of their HR- Practices. But this study identified that there is a strong gap between theory and actual practice relating to competency mapping implementation part an organization point of view. The main purpose of this study is to fill the gap identified by exploring the nature and process of competency development in 22 selected

Flemish organizations through a Longitudinal multiple case study design. And in this paper, the authors employed the Grounded theory approach, for mapping out the different steps of competency development in the selected organizations. The final findings revealed that competency development plays a significant role in developing the organizations and also this study can be an important first step towards closing the gap between practice and theory relating to the concept of competency development in organizations.

Janani.S & Dr. S. Gomati (2015): The study is mainly conducted is to develop the competency dictionary based on the list of competencies identified within the selected organization, and also identified the areas for training and development. The research design applied is both descriptive and exploratory. The total employees are graded from G1 to G9 in the selected private limited company. Judgmental sampling method was adopted, and coming to the research tool competency assessment sheet was prepared to assess the defined competencies, by using a 5 point rating scale. And Radar sheet was used as a statistical tool to analyze the collected data. The radar sheet is used in identifying the gap between the actual vs. required competencies. The main findings include the identification of the suitable competencies among different employees, discovering the competency gaps, identifying the training needs and succession planning by identifying their KPA's (Key Performance Areas) and by rating their performances from time to time.

Karen Lo, Keith Macky & Edwina Pio (2015): In this research paper the authors explained how HR Competency research has predominantly focused on identifying generic HR competencies for HR practitioners by using a Universalist approach. Due to this approach, only the distinction between strategic and functional competencies is identified. This study is conducted by drawing a situational perspective and using a mixed - method approach. Seven HR competency concepts are identified and examined for their perceived relative importance towards strategic and functional HR roles. The findings indicated that business awareness competencies are important differentiators between strategic and functional roles, and leadership and relationship building, and self-belief and social factors are generic to all HR practitioners.

Sara & Willemse (2015): The entire study is mainly focused on how the organizations have to draw their attention in introducing competency – development as a central part of their HR – Practices. The main objective of this study is to fill the gap between actual theory and practice relating to competency mapping in 22 Flemish organizations through a longitudinal case study design. The study conducted has also thrown some light on to close the gap between practice and theory related to competency mapping in the selected organizations.

Awasthi, Shraddha & Sharma, R. (2016): In this research paper the authors opined that productivity is directly linked by developing their employees only. Employee development can be achieved by improving the employee's (KSA's). The main objective of this research paper is to understand how employees can be developed through competency mapping. In this paper, the researcher has tested whether there exists any relationship between employee development and competency mapping by using a tool called a competency mapping scale. The entire scale consists of 15 factors, and sub-divided into 6 sub-constructs which are validated by the researchers. And scaling technique employed is Likert's 5 point scaling consists of strongly agree, agree, can't say, disagree and strongly disagree. And, the total sample size selected for the study is around 296 employees, and the sampling method used was simple random sampling. The data collected was studied and analyzed through the Statistical Package for Social Sciences Software. And the factor analysis was used to find out the most effective factor out of the 15 factors constructed for the research study. The final findings of the study revealed that there is a direct relationship between employee development and Competencies. So from the organization's point of view firstly it has to identify their employee's competencies and then match those competencies with the job. Then the expected competencies can be identified and through appropriate training programs those competency gaps can be filled among their employees to perform their job effectively.

Dario Russo (2016): This article explained how competency mapping is increasingly used in the field of Human Resource Development and Empowerment. In this paper, a model of competency mapping and its measurement is presented. This study also identified the competency gaps in the selected organization. The main usage of the competency gap is it helps to design the specific training patterns for the staff. Training sessions should be planned according to the characteristics and potentials of the employees. The findings of the study include in identifying the gap between the competencies expected and possessed, identifying the critical resources that need training, and placing all the available resources in the right roles for positive organizational effects.

Iva Mucalo & others (2016): The study explored what are the competencies required for pharmacists in creation pharmaceutical industry. The entire study is descriptive and conducted at 3 steps: translation, consensus development and validation. The sample size is small and the entire sample is female pharmacists only. The final results revealed that the adapted framework consisted of 96 behavioral statements divided into 4 clusters. And when the above competencies are matched with the competencies listed in Global Competency Framework (GMF) 27 matched, 39 revised, 30 were introduced and 24 were excluded from the original framework.

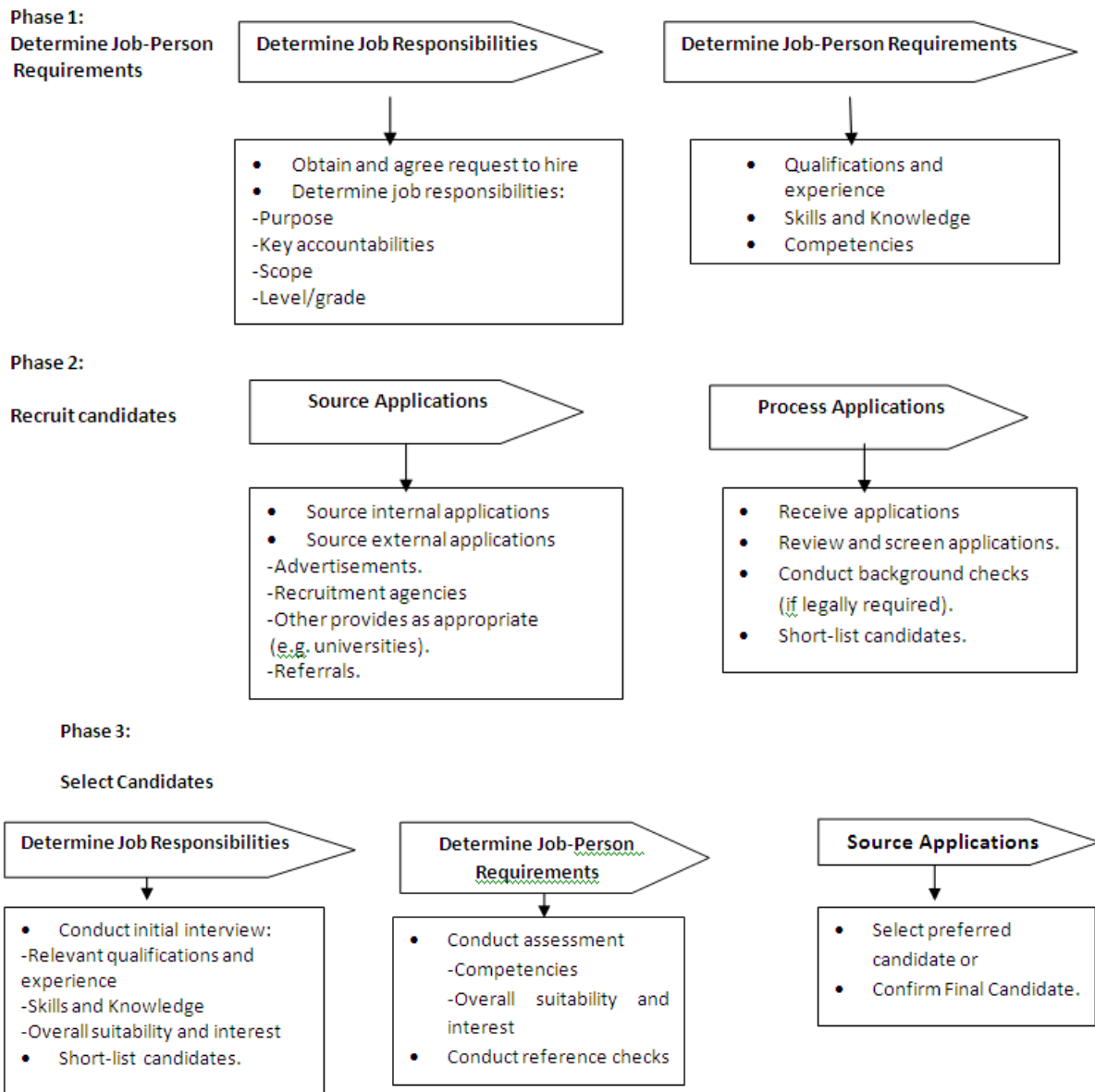
Priya Pundkar (2017): This paper mainly focused on the five types of competencies: Motives, Traits, Self-concept, Knowledge & Skill. The study also identified the competencies required to perform the given job. The

authors also identified the areas where competency mapping can be implemented. The major finding of the study is that the competency mapping process leads to develop their employees' competencies not only for the present needs but also for future roles.

3. The application of Competencies in Human Resource Management Practices:

Here, a study has been made to understand the various ways in which competencies can be integrated with existing Hr – Management practices in an organization. Competencies can be applied in almost too every Hr-Practice, and my literature survey is confined to Recruitment & Selection, Performance – Management, Training & Development, Career and Succession Planning and Reward Systems. **(Indian Civil Service)**. For my study purpose first three Hr – Practices were studied.

3.1 Implementing Competencies in Recruitment and Selection: Competencies that are used both in recruitment and selection the basic hypothesis is followed and implemented. The smaller gap between the certain job requirement and the competencies of a job holder, the higher will be the satisfaction and higher will the performance outcome. The following figure depicts the competencies are integrated with recruitment and selection practice:



Source: Figure 1: Competencies integrated with Recruitment and Selection, Competency Based Hrm, Indian Civil Services, 2014)

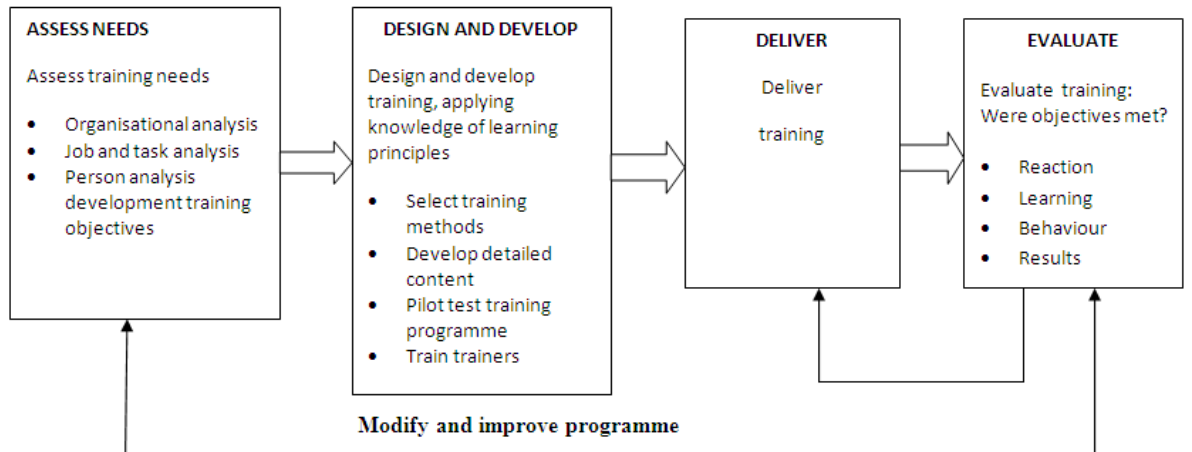
From the above figure implementation of competence-based management helps an organization to create and shape its recruitment and selection system based on the competencies that have been already identified as being critical for success.

Competencies support Recruitment and Selection by:-

- Providing fair and un-biased standards to assess the applicant competencies
- Helps in improving the transparency of the selection process
- Helps in designing an effective Recruitment and Selection procedure.

3.2 Implementing Competencies in Training & Development: Before integrating competencies to training it is mandatory to define clearly the Competency training & development objectives and ensured those were reviewed. The training programs that are designed should focus more on acquiring competencies relating to leadership, or providing additional learning and development support through executive coaching, competency development programs.

The following figure depicts the competencies are integrated with Training and Development:



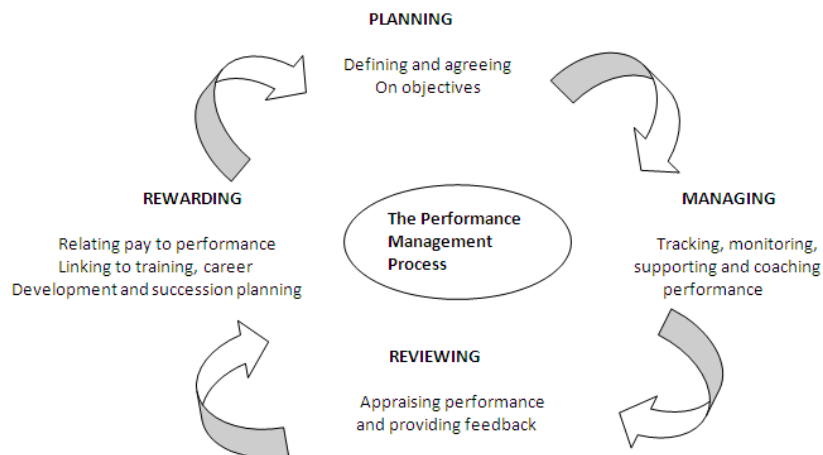
Source: Figure 3: Competencies integrated with Training and Development, Competency Based Hrm, Indian Civil Services, 2014)

Effective competency profiles help in effective learning and development by identifying the Knowledge, Skills, and Abilities (KSA’s) and behaviors that are necessary for performing the given job successfully.

Competencies support Learning and Development by:-

- Identifying the critical competencies needed to do the job successfully.
- Helps in providing standards to measure the employee’s performance.
- Helps in designing a framework for curriculum (or) programs to meet both the employees and organizational needs.

3.3 Implementing Competencies in Performance Management: Integration of the competencies with the current performance management system of an organization leads to achieving better results and leads to identify the additional roles to be performed, and helps in creating a positive climate which enhances the overall productivity of the employees and organization as a whole. The following figure depicts the competencies are integrated with Performance Management System:



Source: Figure2: Competencies integrated with Performance Management System, Competency Based Hrm, Indian Civil Services, 2014)

Performance Management is about achieving the set goals (or) results that are consistent with the organizational expectations. Integrating the competencies with the performance management process helps an organization to provide proper feedback on the employee's performances how they have performed the given work.

Competencies support Performance Management by:-

- Helps in linking the individual goals to the corporate plans and goals.
- Helps in improving the behaviors, process, and job – improvement.
- Helps in conducting regular reviews and updating the performance plans to cater to the changing demands whenever needed.

4. Conclusion: As noted above, with certain exceptions to be considered, with proper identification of competencies among their employees the organizations can create and maintain a competitive future workforce. Here, the challenge is in retaining its skilled incumbent workers to meet the job – requirements and various other needs of their employers.

From the organization perspective the success depends on how well the competencies are integrated with its Hr-Functions that are practiced, and thereby developing an effective competency-based model which helps the individuals, employees to focus on their current competencies and the competencies to be acquired by designing appropriate training and development programs.

Finally, from my study effective competency mapping helps the employees to get a broader perspective of how they are, and what competencies make them differ. Once the required competencies are obtained through various developmental sessions the employees can perform multi-tasks and be more competitive. And it is to be accepted that even though two individuals are possessed with the same educational qualifications, coming to their competencies they are different. It is proved through various research testing the competencies are more valuable than the intelligence, and here the competency refers to the behavior and way of performing the assigned job successfully.

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