

Competency Mapping and Its Impact on Employee Potential

Dr.Y.Vinodhini-Professor

Anwarul Uloom college of business management, Hyderabad
Email:adithyasiddartha13@gmail.com

Abstract

It is a known fact that best people can perform at a higher level. It is also known that best people need to be engaged, identified, developed, rewarded and retained. Competency Mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases as a part of an organization "Competency Mapping" refers to a process through which the competencies of the necessary process are identified. It is done to determine the critical activities of the mandatory processes of the organization. If Competency Mapping is done, then the organization can identify its area of thrust and can take necessary actions for future implementation of the activities. In the Competency Mapping, the process is break down into sub components named as activities and the competency of all these activities are identified. This paper explores conceptually the drive of competency mapping from the employee perspective and discusses how the organization provides creating competency based culture in the organization to enhance employee potential.

Keywords: *competency mapping, organization, employee, process, competencies, components*

I. Introduction

Competency mapping juxtaposes two sets of data. One set is based on organizational work flow and processer. It starts with the clear articulation of work flow and process including all quality and quantity requirements, input and outputs, decision criteria, and most important, internal and external customer requirements. For each step in each process specific performance is identified with all associated metrics and expectations. The other set of data is based on individual and group performance. Although the definition above for "competency mapping" refers to individual employees, organizations also "map" competencies, but from a different perspective.

Organizations describe, or map, competencies using one or more of the following four strategies:

- Organization-Wide (often called "core competencies" or those required for organization success)
- Job Family or Business Unit Competency Sets
- Position-Specific Competency Sets

Competency Sets Defined Relative to the Level of Employee Contribution (i.e. Individual Contributor, Manager, or Organizational Leader) the organization. Therefore, the individual employees in such an organization will have an ongoing need to use and map their competencies

II. Review Of Literature

Competency based reviews

1. **V. K. Jain (2013)** concluded that the term of competencies included attributes, skills and knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees.
2. **Balaji and Vimala (2012)** have portrayed that the competency gaps are found to be higher in job related skills, performance and Meta qualities of employees in the organization. These could be developed by giving training to the employees.
3. **P. Suguna and Tamilselvi (2013)** found that competency mapping should not be seen as rewards and it is not only done for confirmed employees of an organization and it can also be done for contract workers or for those seeking

Employee potential based reviews

4. **Verma, (2009)** stated in their study that the key factors determining high potential can be different for every company. Therefore, it is quite difficult to set up a universal definition of high-potential employee as this depends of various factors (sector of activity, organizational chart, position in a company, etc.). On the other hand, there is also a different perception of high potential from one person to the other. This absence of unique

vision of high potential can sometimes be confusing and can seduce managers to identify high-potentials according to criterion that they know well – performance and past results. According to the survey realized in 2007 in 1000 worldwide companies, 78% of these companies confirmed that the process of identification of high-potential employees is based on their past results.

5. **Verma, (2009)** mentioned that if the employee is perceived as a high-potential and is aware of this fact and informed by his superior, this information has a clear message: “We believe that you have skills that will allow you to accede to the posts in upper levels in the company in the future”

6. **Yukl, (2006)** stated in their study that the companies that share the responsibility of identification and development of high-potentials between HR department, executives and management seem to be the most efficient ones in developing their skills for the future. This shared responsibility is easier to establish in companies with clearly stated culture of development. The studies reveal that regardless to the choice of method, development of skills and leadership competencies are facilitated by support of management, support of employee’s direct superior or by corporate culture valorizing learning and development

Objectives of the study

- Creating a competency based culture in the organization.
- To suggest the suitable strategy to enhance the competency mapping level of the employee towards the organization

III. Methodology

Source of data: secondary data such as journals, bulletins, surf engines

Limitations of the study:

- Time is the constraint
- Sourcing from secondary data only

HR COMPETENCY FRAME WORK

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<p>Business management competencies:</p> <ul style="list-style-type: none"> ● Business process Reengineering. ● Change management. ● Contract management. ● Cost-Benefit Analysis. ● Customer Relation. ● Financial management. ● Negotiating. ● Organizational needs assessment. ● Outcome measures and Evaluation. ● Project management. ● Strategic Human Resource Practices. ● Strategic Planning. 	<p>Technical HR Competencies:</p> <ul style="list-style-type: none"> ● Appeals, Grievances and litigation. ● Attendance and leave. ● Benefits. ● Career development. ● Compensation. ● Discipline and adverse action. ● Employee assistance. ● Equal employment opportunity. ● HRM fundamentals. ● Instructional systems development. ● Instructional technology. ● Job analysis.
<p>Professional competencies:</p> <ul style="list-style-type: none"> ● Coaching and mentoring. ● Communication. ● Conflict management. ● Decision-making. ● Ethics. ● Facilitation. ● Interpersonal relations. ● Problem solving. ● Self management. ● Team work. ● Technology application. 	

Competency mapping is one of the most significant developments for human resource utility. It presents major objective to HR practices and HR associated activities. In the current scenario, the evaluation role of HR has changed from support meaning to core purpose with the facilitation of competency mapping. The competency, based HR systems and programmes, HR role can directly add to organizational effectiveness. By mapping the competencies, following functions can be carried out effectively and efficiently

Competencies of employees can be utilized at different functions in the organization

1. Candidate Appraisal for the purpose or recruitment
2. Potentials appraisal for promotion and functional shifts
3. Employee training need identifications
4. Employee performance diagnostics
5. Employee self development initiatives
6. Retention strategy

A good employee is certainly a happy employee, if the organization provides a workplace where it is considered as a high morale and high effectiveness is appreciated and recognized through rewarding and enriching them.

IV. Conclusions

1. There is need for the support from the top management since it is considered a major hurdle in effective knowledge management implementation and the employees must also be made aware of importance of knowledge management system.
2. Employees need training to perform their job which is contradicting to their competency level, as per the type of work they were performing at the time of their joining and they will be change in their behaviour. Competency mapping helps employee to do manpower planning.
3. Since many of the employees perform different jobs to what they were doing at the time of their joining they need training to perform the new work allotted them.
4. It would not be hard to develop assessment tasks that are more appropriate to the technique, and to do so would give the opportunity of settling the question
5. It is also necessary for the support from the top management since it is considered a major hurdle in effective knowledge management implementation and the employees must also be made aware of importance of competencies required to perform the job.
6. Creating an atmosphere wherein the employees gain capabilities to enhance their potential to excel organizational goals.

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