

A study of competency mapping

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1. Executive Summary

Competence maps are mentioned as competence profile or skill set that one possess. Competence mapping is of great importance in new era, to survive in the competitive world for any organization. Competence mapping identifies required capabilities to perform any job role which makes companies path easier to select appropriate candidate at right position i.e. recruitment process becomes easy for employer, retaining right employees. To create of accurate job profile competence mapping is a appropriate method and most reliable method. Competence mapping is costly method need investment in terms of time, money and hard work and support from top management is also required. One should have knowledge about organizational goals and strategies and core competencies, while identifying competencies which are required for job role. Company should develop own competence model their business and employees which should be unique which act as a great asset for the company. Competencies that are identified are the organizational expectations form employees which also leads to growth of employees and successful career of the employees. It carried out transparent work and also motivates the employees. And can be used as working path that employee has to follow to achieve the goals that are set by organization. It is also a great tool for assessment of the strength and weakness of the employees and organization and on the basis of that training program can be arranged for the development of employees.

Competence mapping is mainly based on job analysis. Job Analysis is the process of observing the job and identifying its workings parts and conditions in which it is performed. Job analysis consists of two functions job specification and job description, which are interrelated to each other.

It act as a barrier for organizational application for example:-

1. Defining elements of success in job and job roles.
2. Measuring actual performance and identification of future development need of a person holding position's roles and responsibilities.
3. Measuring succession potentials for employees within an organization.
4. By using competence based interviewing selecting applicants for particular post.

2. Theoretical Background

What is competence mapping:-

“Competence mapping is a method of identifying the skill, knowledge and behavioral attitude that are required to perform

roles and responsibility to a specific job position effectively and efficiently.”

Competence maps are mentioned as competence profile or skill set that one possess. Competence mapping is of great importance in new era, to survive in the competitive world for any organization. Competence mapping identifies required capabilities to perform any job role which makes companies path easier to select appropriate candidate at right position i.e. recruitment process becomes easy for employer, retaining right employees. To create of accurate job profile competence mapping is a appropriate method and most reliable method. Competence mapping is costly method need investment in terms of time, money and hard work and support from top management is also required. One should have knowledge about organizational goals and strategies and core competencies of the organization while identifying competencies that are required for the job role. Company should develop own competence model their business and employees which should be unique which act as a great asset for the company. Competencies that are identified are the organizational expectations form employees which also leads to growth of employees and successful career of the employees. It carried out transparent work and also motivates the employees. And can be used as working path that employee has to follow to achieve the goals that are set by organization. It is also a great tool for assessment of the strength and weakness of the employees and organization and on the basis of that training program can be arranged for the development of employees.

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Competence has many different meaning and a very wide spread term in the human resource management sector. Competencies are the characteristics employees or people should have to be successful in their work. Competences are all relevant knowledge, skills and attitude or behavioral attribute related to the work which can be correlate with the superior performance of the employees, and can be set as standard for any job role which can be used to select appropriate employee for the particular post and development of the existing employees and employee's retention. Competence model and competency may applied to the all employees of organization or sometimes post specific. Organizational performance and merits can be improved by identifying employee's competency. By identifying required competencies for the growth of the organization provides path to the organization to produce expected results and achieve expected target which will result

into the growth of the organization. It also helps the employees for identification area of the improvements and to become a more productive and also learn new things that are essential for improvement in the performance. Competence mapping enables the organization to identify up to which extent employees are lacking as compared to the standards set by an organization. Competence mapping help organization area of development and which source should be used to improve employee's competencies. Competencies stand your organization different from competitors and also to form the organizational culture. Competence provides a structured model to organization that can be utilized as integrated practice for management in organization. It also help organization to in recruiting employees, training and development and performance management of the employees and various practices.

Evolution of competence mapping:-

Since last 10 years, human resource management and organizational development specialists has gained a lot of interest in the concept of competence which act as a key factor and measure of employee performance.

It act as a barrier for organizational application for example:-

- 1 Defining elements of success in job and job roles.
- 2 Measuring current performance and identification of future development need of a person holding jobs roles and responsibilities.
- 3 Measuring succession potentials for employees within an organization.
- 4 By using competence based interviewing selecting applicants for particular post.

Competence mapping which deals with identification of the success factors for achieving targeted goals in specific job role in an organization. Competence includes K.S.A means knowledge, skill sets and attitude (behavior) of the employees which elaborated by the manager for the specific job role. Behavioral attributes includes traits, values, personal characteristics and the way of thinking.

Around 3000 years back, in ancient time book was written on the political science and administration called Chanakya's arthshatra. In this book you will find the basic application of all sciences and technology, management models and ethics and values. And later modifications of various theories came into the existence from this book. This book is one of the greatest contributions to the world by the Chanakya.

Competence is a standardized required characteristic's of an individual that are required to perform specific job roles and handle job responsibility effectively and efficiently. Which consist of combination of K.S.A i.e. knowledge, skills and attitude used by the employees to improve performance. More specifically, competence is the set of qualities of being well qualified of having the capability to perform a job role. For example – management competence consist of characteristics of critical thinking and emotional intelligence along with these Skill of influence and negotiation. Competence enables employees to work effectively and efficiently while performing particular job and to achieve predetermines targets.

The word "competence" was first highlighted in an article written by author R.W. White in a year 1959 as concept of "Performance Motivation." Later in 1970 Craig C. Lundberg

defined the concept of "Planning and Executive Development." The term get a specific direction after when 1973, David McClelland wrote a seminal paper on, "Testing for competence rather than for intelligence." It has gained more value and get more popularized when Richard Boyatzis and many others, like T.F Gilbert in 1978 utilized this term with respect to performance improvement.

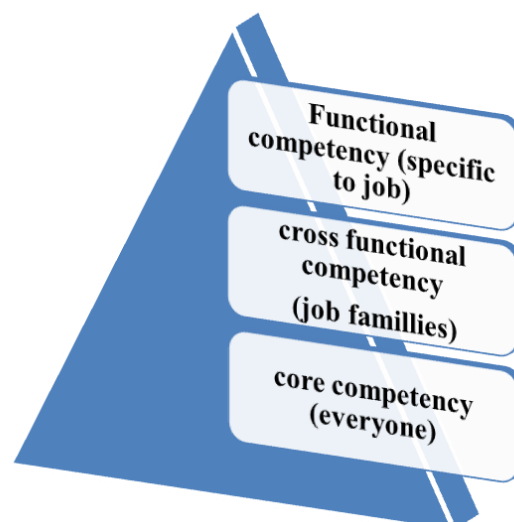
Studies on competence indicate that competence is a very complicated and wide term. And different scientist have different thinking and different term definitions of the competence which led to disagreement between the scientist for a particular definition. Zemek studied on definition of competence. He interrogate with many specialist in the field of training and development to assess what elements makes competence by taking their interview and reach to the conclusion that "There is no clear and unique agreement about what makes competence." After Zemek Hayes in 1979 states that competence consist of social characteristics and roles, knowledge, motivation, or skill of one person according to the requirement of the organisations. Later Boyatzis in 1982 said that "competence lies in individuals capacity which superposes the persons behaviour with needed quality parameters as a result of this adaptation organisation will hire or choose as a compatible person for a specific job role. Albanese in 1989 define competences are ones characteristics which are utilised to effect on the organisations management. Woodruff in 1991 states that competence is consist of combination of two factor first one is personal capability and excellence at work (competency at work). Mansfield in 1997 states that "personal specifications which effect on better performance are called competence." According to standard in 2001 ICB (IPMA competence base line) collectively competence is skills and related experience, knowledge and personal behavioural attitude. Rankin In 2002 defines competency as combination of behaviour and skills which employees are expected to show in organisation. There after many scientist share their thoughts regarding competence and recently according to evolutionary process of the competence, competence could be defined as competence is a series of knowledge, skill and capability and experience of the employees which leads to effective performance of the employees. Competence of the employees could be developed by finding out the gap between expected and actual performance requirement of the employees and training need analysis, and providing training according to it, and can be break into smaller criteria.

Importance of competency mapping :-

- Competences are all relevant knowledge, skills and attitude or behavioural attribute related to the work which can be correlate with the superior performance of the employees, and can be set as standard for any job role which can be used to select appropriate employee for the particular post and development of the existing employees and employees retention.
- Competence model and competency may applied to each and every employee of the organization or sometimes related to post.
- Organizational performance and merits can be improve by identifying employees competency.
- By identifying required competencies for the growth of the organization provides path to the organization to

produce expected results and achieve expected target which will result into the growth of the organization.

- It also helps the employees for identification area of the improvements and to become a more productive and also learn new things that are essential for improvement in the performance.
- Competence mapping enables the organization to identify up to which extent employees are lacking as compared to the standards set by an organization.
- Competence mapping help organization area of development and which source should be used to improve employees competencies.
- Competencies stand your organization different from competitors and also to form the organizational culture.
- competence provide a structured model to organization that can be utilized as integrated practice for management in organization.
- It also help organization to in recruiting employees, training and development and performance management of the employees and various practices.



3. Objectives

- To study and understand the concept of competency mapping.
- To review competency mapping in work places.
- To find out conclusion on the basis of the literature study.

4. Research methodology:-

Research method: - Researcher is not only interested in collecting data but review previous research findings to gain a broad understanding of the field. Therefore researcher thought that Desk Research is appropriate method for study

Secondary data: Secondary data has been collected through research paper, booklet, brochures and websites.

5. Theoretical Concepts:-

Competency is a combination of knowledge skill and attitude or behavioural attribute that are required to perform job role. These three factors knowledge, skill, and personal attribute are the major factors on which competence model is based in any organisation and can be defined as follows :

Skills: This is characteristic of the employees which has gained through repetitive work practice and from the education that employee has taken for example- Technical skill

Knowledge: Various information or data one has gained through reading and various studies, which may be related to the job role or may not be related to the job role. On which one can easily get selected for particular job post.

Behavioural attitude: It is the way in which one act or respond to a particular situation on which ones character can be defined which is essential to perform job role. For example taking initiative for participation in particular project, Risk taking ability.

There are three types of competency:-

1) Core competencies :-

Most of the time seen that the core competencies are directly relates to the strategic organisation ability. Core competencies are the area in which organisation or management look out for competitive advantage. Core competencies enables employees towards to express, strengthen and rewards. For example:- problem solving ability, decision making, team work, integrity, motivation, adaptability etc are the some examples of core competencies

2) Cross functional competencies:-

These are the competencies which may not be directly related to the strategic organisational abilities and not selected directly for core competencies but still these competencies are important to stand different from other employees or essential while doing work some of them are basis computer skills. These cross functional competencies improves proficiency of the employees, reduce work time and cost and boosts employees loyalty towards organisation and work.

3) Functional competencies:-

These competencies also referred as technical competencies that are mandatory to perform job by professional and can be used in day to day work activities. Some of them are training and development of the employees, data analysis, preparation of the presentation, tax account, risk analysis, software programming. Functional competencies are the abilities of the employees are the reason for the assured result of the work.

Competency mapping is a practise of measuring and determining strengths and weaknesses of the employees and organization. Individual capabilities include team work capabilities, leadership, innovation and creativity It observes two factors: emotional intelligence or emotional quotient (EQ). Competency mapping use to identify strengths and weaknesses of the employees so as to create effective and efficient team to get high quality results

A competency map is a measurement method that measures the skills and behaviours required for successful manager or leader. It recognizes the important competencies

for an organization and application of those competencies throughout the work which is job evaluation, training, recruitment of the organization. By this way competencies are structured for specific job role.

For Indian organization competency mapping is new concept, but now days it is carried out due to its effectiveness in view of survival of the business in the competitive world. It is evolving fast as Human Resource Management Practice.

Need for competence mapping :-

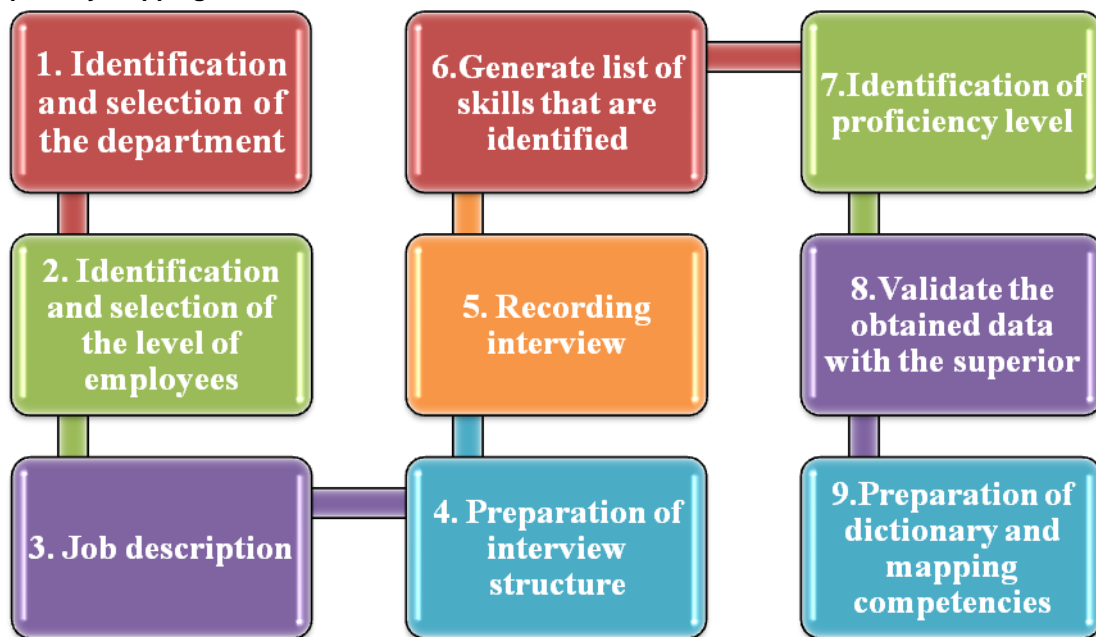
Once the competence valid map developed it can be used for selecting appropriate employees, evaluate performance of the employees and also for compensation and succession planning.

Competency mapping also needed to survive in the competitive world. And also important for identification of area of the development of the employees and also deciding source of the training components. It is also important forming

organisational culture. Increase chances of recruitment of highly capable employee and talent maximization

1. Elevate manpower cost.
2. Ensuring that employees are enough competent in the organisation so that they can handle any work situation.
3. For customer satisfaction, employee should be enough competent to provide all requirement of the customer.
4. To develop multitasking employees and to reduce manpower cost. One employees will perform several task instead of performing different task by different employees.
5. There is need of competence mapping to focus on specific job roles and finding out the gap between expected and actual employee's performance and provide training to overcome with gaps. And enables employees towards effective and efficient performance.

Steps of competency mapping :-



For rapid growth of the organization it is very important that manager has to continuously find out the gap between current and expected level of performance and according to that he should build the expected level performance of the employees which will also cause individual development. Employees will be prepared for the upcoming opportunities in the competitive market. Continuous enhancing competency of the employees and individuals growth is not only the factor but the survival of the organization it also most important factor that one has consider instantaneously. The knowledge, skills and attitude which makes employees operative and also continuously changing with business situation. hence it is essential for managers as well as employees in the isolated field to recognize growth level and assess the present levels of capability to work of personnel.

Competency mapping is widely used and proven methodology at work place by employer for its approach towards human resource management. The outline of work is based on description of work and combination of definitions of technical and behavioral competency.

First the work role Competency Profile is made, which can be used as a base of the system and can used for human resource planning and its other functions. This consist of elaboration of the expected level of the qualification, recruitment of the most eligible candidate using behavioral-based interrogating techniques, implementation of self-assessment and procedures of performance management, also supports education along with career expansion.

Benefits of competency mapping :-

1. Employees become self-aware and become aware about strength and weakness and assistance in managing their career.
2. Identifies hidden qualities of the employees like leadership and help organization in future planning and succession planning
3. Help in making decision like selection and recruitment of candidate, reinforce employee, performance management, fare promotions and reward system.

4. Enables growth of the employees as well as organization.
5. Assist in performance evaluation.
6. Helps in identifying gaps between actual and expected level of the performance and providing goal oriented trainings to the employee.
7. Preparing enough competent employees so that they can face and handle all problematic situation and make firm decisions, Which is the most important thing in today's competitive world, also help organization survive in the market where competitor every day changes their level of performance.

6. Terms related to the competency mapping:-

Job description :-

“ Job description is a set of document which elaborates about the work task and other roles and responsibilities with respect to position.” It also elaborates about the skill set, knowledge and qualification of the candidate who work on that position. More specifically, It consist of list of competencies that are needed by the person. Which generally written after job analysis.

Job description is person's specification for the particular position. Job description is different for every post and every level and may consider the relationship between employee of the organization. It should also describes about current situation, expected performance level and targets which might be accomplished in future .

Job analysis:-

“Job analysis is examination of the job and related tasks and identification of what type of knowledge, skills and personal attributes that are needed by person to perform the job.”

Competency based job analysis consist of

1. Finding out major job functions
2. Identifying the skill required to perform major job functions.
3. Generation of the drafts studied by employer and employees, and modify which reflects the skills required
4. Formulation of analysis chart
5. Identification of performance standards of various level of performance.

Job Role :-

Job role is set of behaviors and job responsibilities that one has to perform while doing a work which is specified in the job description.

7. Literature Review

Skill and competency mapping: tool for training need identification through Six Sigma by Bankar Swati, Kakade M.D., Kashilkar Sanam -International Journal for Research in Emerging Science and Technology, Volume-1, Issue-5, October 2014.

Human resource management is a bridge between organization and employees which leads to growth of the organisation as well as employees by achieving goal that are set by the organisation as well as by the employees for them. Now a day's Competency mapping is trending because of the requirement of the skilled and knowledgeable employees by the organisations. Above stated research paper states the training need after finding the difference between actual and

expected level of performance among employees, using skill mapping with the help of six sigma for the employees of the “Turbo Gears India Privet limited”.

“Researcher found a gap between actual and expected level of performance which was ultimately hampering the development of the individual. Because of the six sigma method it was easier to found out the gap and development needs. This can be solved by using appropriate training methods like Mentoring the Operators, which will ultimately lead to increase in their skill and efficiency. According to the job role required competencies are identified to elevate growth graph of the operators. Questionnaire and test carried out to decrease biasness, and create same level of opportunity. After defining the gaps, trainings are conducted, that the limitations doesn't increase and later it will help the operator to work effectively and efficiently”.

. Investigating the competency mapping among the operators in an Auto component organisation by Dr. Sripirabaa B., Benazir Y., Devipriya V. – International Journal of Informative and Futuristic research, volume 2, issue 2, ISSN(online):2347-1697, October 2014.

To deal with today's new era of the competitive world it is essential to identify what set of knowledge, skill sets and behavioural Attitudes that are necessary to be the part of competitive world and succeed in the drastically changing world's economy. “Increasing competitiveness increases the opportunities for their personal growth. To understand better, international trade competencies the section begins by defining and grouping the competencies followed by introduction to the Competency Model and Discussion on competency in Taiwan and Paradigm shift on competency .”(DR. B. Sripirabaa&etl). Performance gaps were identified on the basis of job skills and personal skills at different levels of the employees, and different departments like foundry line, machining shop, fettling maintenance and Quality Control department. Data collected by using questionnaire for 85 components and analysis carried out by using descriptive statistic, Sandler's a- test and gap analysis.

A study of competency mapping in manufacturing msme sector in Tamilnadu sate by Thamaraiselvi P., Visangamoorthy D., Sridevi K.B. – International Journal of Pure and Applied Mathematics, volume 119 No. 12, 909-922, ISSN:1314-3395, 2018.

“Talent development is major part of the todays human resource in the company. It is most used and part of organisational development process. The most important view of this project is to create a most surviving and high performing organisation which will be help to achieve strategic and organisational goal effectively and efficiently. “The organisational competency is used as a method which consist of development of employees skills gaps and taking feedbacks of that, which is also essential to recruit highly eligible person at correct post in an organisation.”

A study on competency mapping of employees in Hero Motors with special reference to Malappuram district by Sinchu.P and Bhuvaneshwary.S - International Journal of Science Engineering and Applied Science (IJSEAS)-volume1, issue- Oct. 2015.

Innovation and creativity is an essential part of the today growing competitive era and it is necessary for the organisation for sustainability and for developing highly performing organisations due to rapidly changing economy gives a new way to HR practices to develop employees output and personal growth. Competency mapping is one of well-known techniques which is used by the organisation to develop the employees skill, knowledge and behavioural attitudes according to the gaps which were identified while a competency analysis. For career and succession planning programs as well as reward and recognition systems it is very necessary to identifying the gaps and developing the competencies of employees according to that, "Competency Mapping is a Strategic HR framework for Mentoring the Performance".

The main objective of this study is to find out the Competency Mapping of the Organisation and the level of Competencies of employee in organisation. Questionnaire and survey is used for the data collection. Sample size was 30. Percentage analysis, bar diagram, pie diagram techniques were used for data analysis. Researcher while study observed that majority of the employees are competent.

A study on competency mapping in Automobile Industry by A.Bhavani Shree, Dr.Lakshmi.P, Ramaya.T.J
International Journal of Engineering and Computing , Volume 6, Issue-7, July 2016. ISSN-2361 3361.

According to this study -

- Ability may be a set or sets of skills, function or job related knowledge and attributes that allows an individual or an employee, to perform successfully, a task or an activity, within a specific function or job.
- Also according to the researcher, Competency mapping is a process of identification of the skills, knowledge required to perform the job or role or set of tasks successfully at a given point of time.

Researchers also have done studies on- Identifying competencies in technical, behaviour, conceptual knowledge and attitude of other industries.

To achieve the target, researchers have collected the data of 50 male employees of JK Tyre and Industries private limited, Mysore. ANOVA and T-test were the statistical tools were used for analysis purpose. Test was found statistically 5% level.

They concluded that the, Core competency is something which cannot be copied by an individual and it is the pillar upon which individual rely.

Competency mapping by Shirma Neha and Dr. Khanna Kavita - Published in- Indian Journal of Research, Paripex, Jan 2015, Volume 4, Issue -1, ISSN 2250- 1991.

Human resource management is the process of organisation and employee so that goals of each other are met. In today's era it is very difficult to get good financial results and operating reports unless and until your relation with the employees and personnel are good. Since last few years highly skilled and knowledgeable employees requirement has increased due to increase in the number of such jobs, while low

skilled jobs are decreasing, This shows the call for future skill mapping as a part of Human resource management. Because of the world alignment of organisation in India, Indian organisations are also witnessing modifications in human management systems, culture and thinking and jobs and functions within it. Competency mapping is important and essential activity every well managed firm should have well defined roles and list of competencies required to perform job effectively and efficiently. Competency mapping helps to recognize strength and weakness of the employees and show the direction where career development is needed. Competency mapping is one of the most accurate methods to identify job and behavioural attitude of the employees and also to identify the competencies of the organisation because it is very important to perform job role effectively and efficiently.

8. Scope of the study

1. From the recommendation view, the study should take analysed group of employees as samples after giving required training taking into the consideration the skill that are required and the same characters may be checked to determine the level of uniformity in accomplishing competence.
2. A similar type of study can be carried out for measurement of the observation of other group of the employees of textile industries in the various regions.
3. However, there are many other factors in competency mapping in an upcoming research can also be carried out by keeping the learned factors as one part and addition of some more different factors as other part that will disclose a different viewpoint of the research.

9. Findings

1. Competence is K.S.A i.e. Knowledge related job role, skills and attitude are essential to perform work role.
2. Competency mapping is a method of identification of gap between actual and expected level of the performance of the employees and also deals with improving a gap by providing appropriate training and selecting appropriate training material and training methods.
3. Competency mapping process starts with job analysis (Identification of what job is all about what roles and responsibility one has to perform while working on specific job post) and ends on formulation of competency graph.
4. After formulation of the competency graph working on result is most important and whatever gap is identified it should be overcome by providing appropriate training.
5. Competency mapping enables the growth of the employees as well as growth of organization.
6. Competency mapping enables organization towards growth through enough competent employees hence competency mapping is important.
7. It is also important for employees as it enables growth of their career, and helps in succession planning.

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