

COMPETENCY MAPPING: A TECHNIQUE OF PERFORMANCE IMPROVEMENT

Mrs Pooja C. Parishwad

(M.Com, MPhil, SET, NET, perusing PhD)

Vivekanand College (Autonomous), Kolhapur

ABSTRACT

Firms are becoming increasingly aware of the need to have competent employees for survival and long term sustainability. All types of organizations irrespective of their size, structure and age are talking about competencies. Some have truly integrated it successfully into several of their processes. A few have fully implemented. A large proportion of the organizations are still striving to build a competency model and implement it. Most organizations of all sizes are still struggling with defining, designing and deploying Competency Mapping models, frameworks and processes.

This paper is based on understanding concept of Competency Mapping and how it is useful for minimizing the gap between the required competency level and the actual job competency level of the employees which will bring the better chance for productivity improvement, waste elimination, multi skill development and higher employees' retention ultimately rate overall job satisfaction.

Key words: *competency mapping, applied knowledge, behavioral application, competency mapping model, etc.*

INTRODUCTION:

The fast changes happening in the demography and social systems thereof have given chance for various HR practices enhancing the employee productivity and growth which is mostly needed by all industries. Implementing the Skills Development Program with the help of the Higher and Technical Education Department is also needed. Accurate job competencies need to be communicated to all the employed.

Lack of skilled and competent workers is a basic challenge. Therefore, it is necessary to investigate if a difference exists in job competency expectations by the industries for their employees to the existing level of working. One of the most commonly used HR practice is competency mapping for development of the employees. This paper is based on understanding concept of Competency Mapping and how it is useful for minimizing the gap between the required competency level and the actual job competency level of the employees which will bring the better chance for productivity improvement, waste elimination, multi skill development and higher employees' retention ultimately rate overall job satisfaction.

Every industry, especially production industries, emphasizes on skill and competency. It is becoming somewhat mandatory for any production company aiming at improving their performance to map the skill level of their workers.

Competency mapping is a technique of studying and analyzing the skills possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons. Competency mapping evolves a result, which not only specifies the skill level of the persons but also identifies the gray areas where improvement can be made by training or by other means.

OBJECTIVES:

1. To study concept of Competency Mapping?
2. To make known the need and significance of Competency Mapping.
3. To understand concept of Competency.
4. To know the steps involved in making Competency Model.

METHODOLOGY:

This study paper is based on secondary data. Information is collected through internet, books, research articles, government reports etc.

WHAT IS COMPETENCY MAPPING?

Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A Competency is defined *‘as a behavior (i.e. communication, leadership) rather than a skill or ability’*. Competency mapping is an important activity. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively.

NEED AND SIGNIFICANCE OF COMPETENCY MAPPING:

Firms in Global context are increasingly aware of the need of competent employees. Companies are facing increased manpower cost; need to ensure maximum available organizational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organization if render competently; it will remove many difficulties. These considerations justify the need for mapping, identifying and assessing the competencies for employees and becoming a strategy for core competency to the organization.

Competency Mapping is excessively used in the organization to determine the crucial elements and activities. The basic reasons due to which the mapping of the competencies should have to do are as follows:

- Once the competencies are determined, proper training can be provided to the individuals to work more efficiently on the processes.
- Key performance areas can be improved by understanding the fields where there is a gap between the actual and the desired results.

- If the competencies are determined for the given job, then the person can be ready for the same.
- Through competency mapping, the individual is preparing himself for the next set of responsibilities.
- With the help of the competency mapping the individual can alter the style of work where the gap exists.
- By overcoming the differences in the desired level and the actual status of performance, the individual can feel the increase in the self-confidence and the motivation level.
- Competency based approach can lead the individual to derive much efficient results (with more accuracy) as compared to work in a non-competency derived situation.
- Helps the individual to determine the areas where the development is required and thus leads the individual to develop a self-development plan.
- Competency mapping plays a crucial role in career planning of the individual in the organization.

COMPETENCIES:

The term 'Competency' simplifies as follows-

- ❖ **Competency:** A person related concept that refers to the dimensions of behavior lying behind component performer.
- ❖ **Competence:** A work related concept that refers to areas of work at which the person is competent.
- ❖ **Competencies:** Often referred as the combination of the above two.

Components of Competency-

- **SKILL:** capabilities acquired through practice.
- **KNOWLEDGE:** understanding acquired through learning.
- **PERSONAL ATTRIBUTES:** inherent characteristics which are brought to the job.
- **BEHAVIOUR:** the observable demonstration of some competency, skill, knowledge and personal attributes attributed to excellent performance.

However, the concept competencies differ from general meaning of skills and knowledge-

- Competencies only include behaviors that demonstrate excellent performance.
- Therefore, they do not include knowledge but do include –Applied Knowledge|| or the behavioral application of knowledge that produces success.
- In addition, competencies do include skills but only the manifestation of skills that produce success.

- Finally, competencies are not work motives but do include observable behaviors related to motives.
- It deals with self-management i.e. self-confidence, stress management, personal credibility, flexibility etc.

WHAT IS A COMPETENCY MODEL?

A competency model is a set of success factors called competencies that include the key behaviors required for excellent performance in a particular role. Excellent performers on-the-job demonstrate these behaviors much more consistently than average or poor performers. Competency modelling is a process of determining what competencies are necessary for successfully performing a job or a role.

The competency models are normally linked to organization's strategic purposes for achieving results. Valid competency models help to strengthen HR systems, improve overall performance and increase business impacts over time.

Steps may take to develop model of Competency Mapping-

- I. Skill identification from the job description.
- II. Club all the skills across organization
- III. Frame skill categories
- IV. Devote skills into categories
- V. Prepare a skill dictionary
- VI. Understand the levels
- VII. Mapping is comparison
- VIII. Identify the Gap and translate it
- IX. Measure the effectiveness
- X. Map the resource again
- XI. Link the evaluation with performance appraisal schemes

In this way by mapping the competencies, following functions can be performed effectively and efficiently. Thus competency can be used for following application:

- Candidate Appraisal for the purpose of recruitment
- Potentials appraisal for promotion and functional shifts
- Employee Training need identifications
- Employee performance diagnostics
- Employee self-development initiatives
- Retention strategy

CONCLUSION:

Competency mapping is an effective technique of performance improvement. It provides directional guidance in behavioral terms what people at every level need to do in delivering results. When competency of every employee is properly defined, their measurability helps to differentiate effective performance from those average and substandard. The assessment

information can also be used to benchmark management effectiveness between organizations. Competencies regarded as critical to business survival and success can be learned and improved. Good competency models provide comprehensive integration into many human resource practices.

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