

Research Paper—Management



Feb, 2010

Competency Mapping



***Miss. Khyati Sondagar**

***Asstt. Prof. Dept. of Management, Maharaja Agrasen International College, Raipur.**

Over the past few Years Human Resource and Organizational development professionals have generated a lot of interest in the notion of competencies as a measure of key element and measure of human performance. As in every job, some people perform more efficiently than others. Superior performers do their jobs differently and possess different characteristics, or 'Competencies', than average performers do. And the best way to identify the characteristics that predict superior performance is to study the top performers. It has been a general observation that hard workers, sincerity, knowledge, intelligence alone doesn't make a person star performer in his profession. There are other factors that help an individual to excel in his job profession.

All of us have noticed that during our school days, that the top scorer of a class is not always the most intelligent, the hardest working student of the class. We have also observed that top scorer from objective type of test are not able to hold their rank in descriptive type of test Similarly a good runner is not always a good hockey player, as every game or sports needs different set of physical and mental qualities. Thus set of human qualities and/or attributes that make a person a star performer for a particular activity defines the competency for that particular activity. Good Managers are generally aware about different qualities a person must possess to do a job effectively and they make use of their knowledge

to select and train their subordinates. In organizational and business context Competency required for a particular job depends on many factors. It includes Social, organizational Cultural, nature of business, business environment, organizational structure, duties and responsibilities, attitude and motives of colleagues etc. some of these factors may change with time. Thus Competencies are becoming a frequently used and written – about vehicle for Organization application such as:

- Defining the factors for success in jobs (i.e., work) and work roles within the organization.
- Assessing the current performance and future development needs of persons holding jobs and roles.
- Mapping succession possibilities for employees within the organization.
- Assigning compensation grades and levels to particular jobs and roles.
- Selecting applicants for open positions, using competency-based interviewing techniques

Competency is an element of knowledge, it is an element of skill practiced regularly and with the right kind of attitude so attitude builds competency. Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called "KSA's") that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal

characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

A job competency is an underlying characteristic of a person that may be a motive, trait, skill or attitude of one's self image or a body language he or she uses. The existence or possession of this characteristic may or may not be known to the person. In these, the characteristics may be unconscious aspects of a person (i.e. he or she is not aware of them or is unable to describe them). Because competencies are underlying characteristics, they can be said to be generic. A Generic characteristic may be apparent in many forms of behavior or a wide variety of different actions. In the same manner the result of the action (i.e. the effect it has) is related to the requirement and setting in which it occurs.

The Following are the competency characteristics:

1. Skill – the ability to perform a certain physical or mental task. It is visible and can be observed, can be measured and can be learned and trained.

2. Knowledge – information a person has in specific content areas like skill it is also visible, can be observed, can be measured and can be learned and trained.

3. Traits – physical characteristic and consistent responses to a situation or information. It is physical and behavioral attributes a person has.

4. Self Concept – a person's attitude, Values or self – image. It cannot be learned or trained.

5. Motives – the things a person consistently thinks about or wants that cause actions. It is affiliation oriented and achievement motive.

Competency Map—A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.

Competency Mapping –Competency mapping is a process an individual uses to identify and describe competencies that are the most

critical to success in a work situation or work role. Competency mapping is a process through which one assesses and determines ones strength as an individual worker and in some cases as a part of the organization. It examines the strength of an individual in the areas like team structure, leadership and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

Types of Competencies:

1. Behavioural or Personal competency:

Underlying performance characteristic of individuals, which they bring to work. It includes interpersonal, leadership, analytical and achievement orientation attributes.

2. Threshold performance competency:

Boyatz (1982) made the distinction between the two. The former does not make any distinction between high and low performance but is the basic competencies to do a job. Performance competencies make this distinction.

3. Differentiating Competency:

They define behavioral characteristic which high performance display as distinct from those characteristic less efficient role the performance dimension of their jobs.

Steps in Research

The whole process of research methodology has been divided into various steps.

Step1. Preparation of Job Description

Job Description is a written record of the duties, responsibilities and requirements of a particular job. It "is concerned with the job itself and not with the work." It is a statement describing the job in terms of its title, location, duties, working conditions and hazards. In other words, it tells us 'what is to be done' and 'how it is to be done' and 'why'. It is a standard of function, in that it defines the appropriate and authorized content of a job. Thus job description

provides a source of document that includes the reason for the job, the particular knowledge and abilities it demands, the kind of problem that have to be solved, the responsibilities it carries and the job limits.

Step2. Competency Mapping through Behavioural Event Interview

Behavioural Event Interview technique is based on the premises that the best prediction of future behaviour is past behaviour.

Behavioural Event Interview helps the interviewer to

- ◆ Gain detailed job related information.
- Assess performance.
- Assess competencies

Behavioural event interview is considered as the most effective method of identifying the competencies required for performing any role in the organization. The purpose of Behavioural Event Interview was to match the employee's skill, knowledge and motives with the required and success factors of the job. The overriding objective is to improve the fit between the employee and the position. This is the reason why many companies use this method.

Specific Question focused on: Career Path:

Educational background, Major jobs done and their responsibilities held, Technical or additional qualification required, Years of experience on that position.

Job Responsibilities: What is the title of the present job? Whom they report to? Note the title or position, What are the major task and responsibilities? What they actually do? What they do on daily routine basis, weekly and monthly basis?

Knowledge: Knowledge of equipment and process. Knowledge of safety norms. Knowledge of QMS, EMS etc. Knowledge of house keeping. Knowledge of policies, procedures, different process parameters etc.

Attitude: Should have positive attitude. Should be a good team member.

Step3 Criteria for Competency Check

With the help of behavioural event interview the competencies required for the positions were recognized and a criteria for competency check was arrived at. As competency is an underlying characteristic of a person that may be skill or attitude of one's self image or a body of knowledge he or she uses, so the competencies for the position was divided on the same three parameters of knowledge, skill and attitude.

Gap Analysis

Meaning of Gap Analysis: Gap analysis is the gap between 'what is' and 'what ought to be'. The Gap Analysis serves to identify the gap and considers if training can solve the problems. It is a part of planning process focusing on identifying and solving performance problems. A Gap Analysis should be done whenever new requirement is issued, when job performance is below standards, when new training need is to be given and when new training has been received. A Gap Analysis helps in assuring that training is a appropriate solution.

In short the following things must be kept in mind while conducting a Gap Analysis. To determine what training is relevant to your employee's tasks and responsibilities. To determine what training will improve performance.

To determine if training will make a difference. To link employee's performance with the organization's goals. Gap Analysis is a vary efficient tool as it could be of use in developing a competency based pay system. It establishes measurements to assess differences in the performance levels and ends to give suggestions to overcome the differences.

Data Analysis and Interpretation: Steps in Research

Step1. Competency Mapping (Desired)

The model of competency matrix (Desired) is provided to by the organization. The matrix contains all the indicators under which the vital information of employees were entered such as the designation, educational qualification, experience and above all skills required to do the jobs. The competency matrix (Desired) gives an

insight into what competencies ideally an employee must carry out his tasks and responsibilities efficiently. It acts as a benchmark against which actual performance of the employees can be measured.

The entries in the competency matrix (Desired) were made with the help of criteria for competency check. In other words the criteria for competency check are the desired competencies for the employees of the respective position. The competency matrix (Desired) is the tool which enables to point out the competencies which are employee specific.

Step2.Competency Mapping (Existing)

The model of competency matrix (existing) is also provided by the organization and it contains the same indicator (designation, experience, department, educational qualification date of joining, date of birth attitude towards the targeted goal and skill). The matrix tells us about the actual competencies the employee must possess the competencies were recognized and arrived through Behavioural Event Interview and filling up of the competency mapping form

Step 3.Gap Analysis through comparison

After determining the Competency Matrix (Desired) and Competency Matrix (Existing) the gaps between them were found out. A model for

the gap analysis showing the gaps was prepared.

The model identifies the gaps and ties to access whether training can solve the problem. It is a model that focuses on identifying and solving performance problems. It helps to determine what training will improve performance of the employees and if at all training will make a difference. The Gap Analysis model of the employees prepared shows that many of the employees have gap respectively and it is shown by a different color preferably red. The gap which is shown by red color requires the training and shown by green color doesn't require training.

The gap shows that maximum of the employees are lacking in decision making ability and communication skill and maximum number of the employees are having thorough knowledge of the different process parameters regarding their job thus the employees are quite knowledgeable i.e. with respect to qualification, job duties and responsibilities.

Thus through Competency mapping and Gap Analysis Human Resource Manager gets a good Picture of the Employees that whether they are performing well or not it is also useful for Job Design and Grading, Performance Management, Training and Development Career Pathing, Recruitment and Selection etc.

REFERENCE

- Prof. T.V. Rao, Prof. Rajan Gupta, Dr. Sri Latha. "Competency Mapping" , Human Resource Development., Ignoo, New Delhi
- www.wisegreek.com
- www.careertrainee.com
- www.citehr.com