



ROLE OF COMPETENCY MAPPING IN INDIAN COMPANIES

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ABSTRACT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization.

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

Key Words: —Skill development, Core Competency, Competency Mapping, Multi Skill, Need fulfillment, Global alignment

Introduction

A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results

Competency approach to job depends on competency mapping. Competency Mapping is a process to identify key competencies for an organization and/or a job 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.

The steps involved in competency mapping are presented below:

1. Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). This can be provided for incumbents to complete, or used as a basis for conducting one-on-one interviews using the PIQ as a guide. The primary goal is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.
2. Using the results of the job analysis, a competency based job description is developed. It is developed after carefully analyzing the input from the represented group of incumbents and converting it to standard competencies.
3. With a competency based job description, mapping the competencies can be done. The competencies of the respective job description become factors for assessment on the performance evaluation. Using competencies will help to perform more objective evaluations based on displayed or not displayed behaviors.

Taking the competency mapping one step further, one can use the results of one's evaluation to identify in what competencies individuals need additional development or training. This will help in focusing on training needs required to achieve the goals of the position and company and help the employees develop toward the ultimate success of the organization.

Literature Review

A review of literature highlights the important role played by Competency Mapping in employee development and successful performance of organizations. Some studies have been undertaken in the past to study Competency Mapping in the Indian Organizations. Chankaya in his book "Arthashastra" has explained competency mapping models as early as 3000 years ago. But in the present times, McClelland [1973] pioneered Competency movement. In his study, he has presented data to show that traditional achievement and intelligence scores may not be able to predict Job Success and it is only the exact competencies required to perform a given job effectively and measuring them using a variety of tests, one can be sure about his profile. Katz [1994] in his study on Competency Mapping grouped competencies under three categories including Technical, Managerial and Behavioral (Human). Solomon [2013] in his study on Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies. Yuvaraj [2011] has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend. Md.Ishtiak Uddin, et. al. [2012] in his study "Competency Mapping: A Tool for HR Excellence" has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning, considering the significance of Competency Mapping for individual and organizational growth, the present study was undertaken. In this study, efforts have been made to elaborate the various competencies with minute parameters and to correlate them with the managerial competence level.

RESEARCH METHODOLOGY

TEST TOOLS

1. IN-BASKET EXERCISE-Each employee is given different situation based on their division specific to test their competencies like decision making, logistic arrangement, resource management, situation handling, behavioral skills and other.

2. QUESTIONS BASED ON EXCEL-In order to test the excel knowledge of employee questions has been framed.

3. COMMUNICATION SKILL TEST

4. TYPING MASTER-In order to test typing speed of employee a particular paragraph is given so that they could type the same in the software of typing master.

SAMPLE SIZE- 45 members irrespective of all the divisions

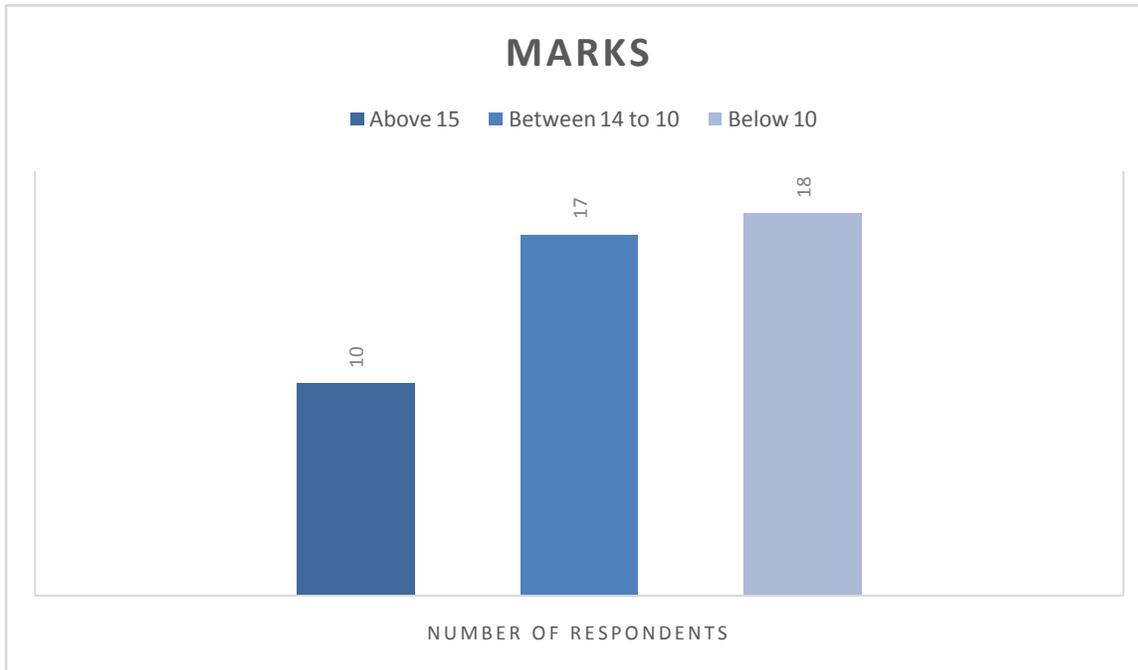
DIVISION OF INTERNATIONAL AFFAIR- 3 members

DIVISIONS OF CAREER SERVICES-4 members

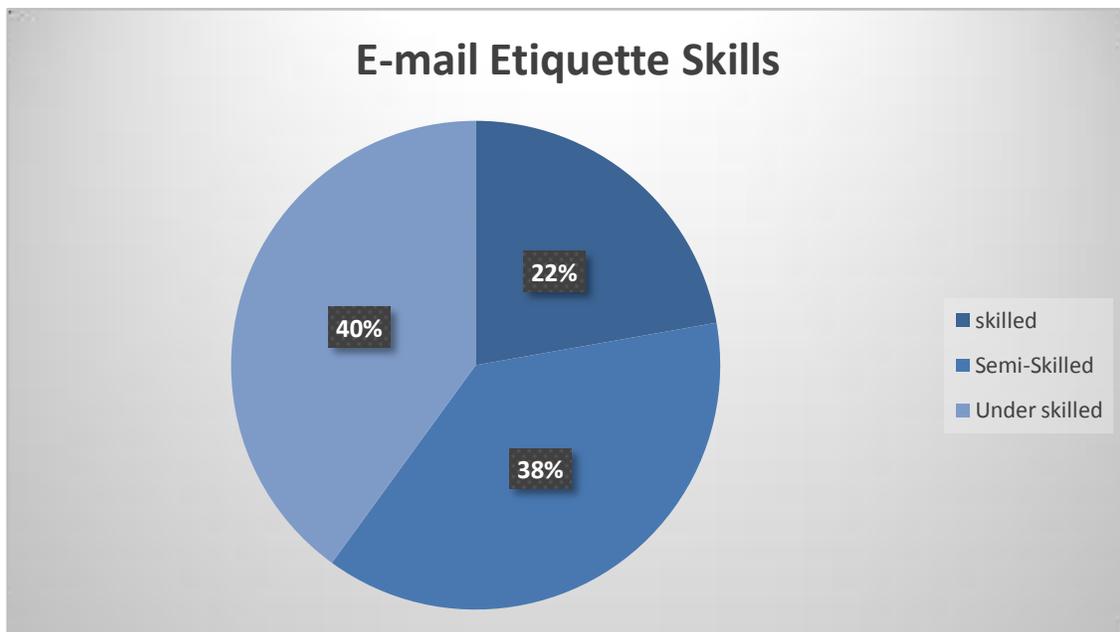
DATA COLLECTION TECHNIQUES-There has been various techniques for data collection but some are being used and they are:-

- Online test has been conducted where various part of each question was there and the purpose of those test to identify the skills that are required to complete the task and provide the training for same to meet the gap between the actual and desired skills.
- Firstly the question is for testing the typing skills of each employee .secondly it was for the another question was framed which was about the email etiquette and lastly the third question was framed which was about the excel knowledge.

PRESENTATION



- **Fig: summary of marks in e-mail handling question**



ANALYSIS:

- By analyzing the test results we found that only 22% staff in Division of International Affairs and Divisions of Career Services is those who are skilled enough in the basic email etiquettes. They do have the proper knowledge of salutation and greetings, use of polite language, cc and bcc and front color.

- It was also found that 38% staff comes under the category of semi-skilled in email etiquettes. They are if given proper training will develop competency and can perform their tasks more effectively.
- But the maximum percentage of staff comes under the category of under skilled staff. They lack the basic e-mail skills. They don't know how to use proper salutations and greetings, proper usage of English grammar. These 40% comes under the category of must of training need in e-mailing skills

IN-BASKET EXERCISE

Fig: Summary of marks of in-basket exercise

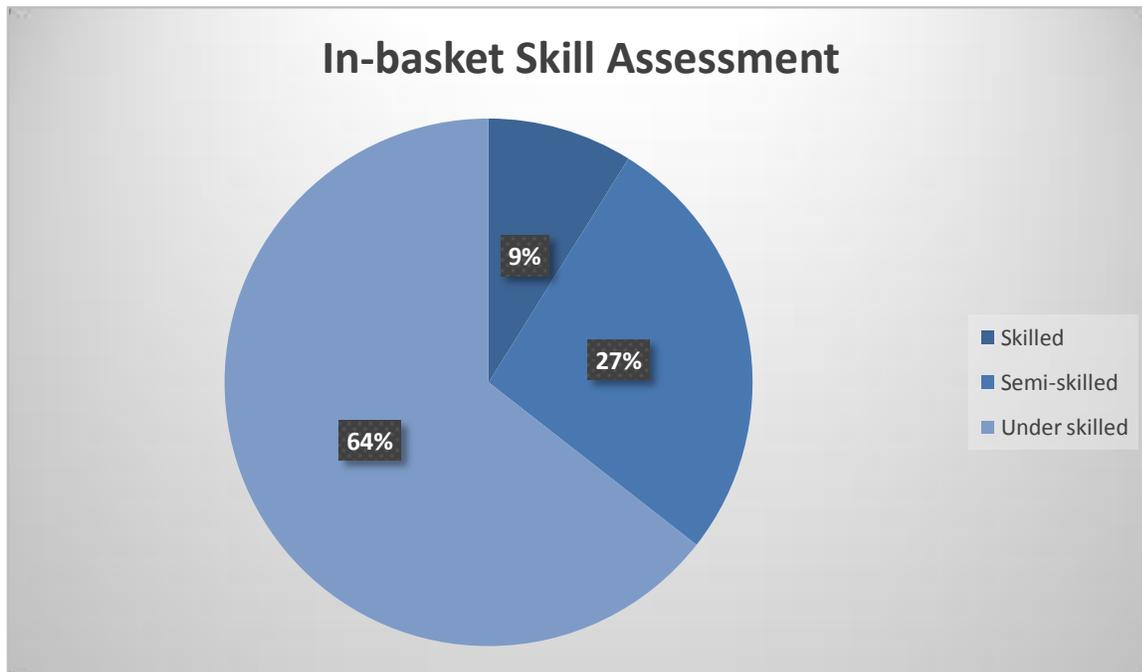


Fig13: In-basket Skill Assessment

ANALYSIS:

By analyzing the test result we found that only 9% staffs in Division of Career services and Division of International Affairs who are skilled enough and know how to handle the situations, take prompt decisions .They know the proper usage of resources and logistic arrangement.It was also found that 27% of staff who are semi skilled, if given proper training can result more effectively as compared to present and will develop more competencies. But the maximum percentage of staff comes under the category of under skilled which is 64% they lack the situation handling quality and becomes unconscious, unable to take discussions and are even unable to manage and utilize the resources. And they require Must training to be given to improve effectively and perform skillfully

SPREADSHEET QUESTION ANALYSIS

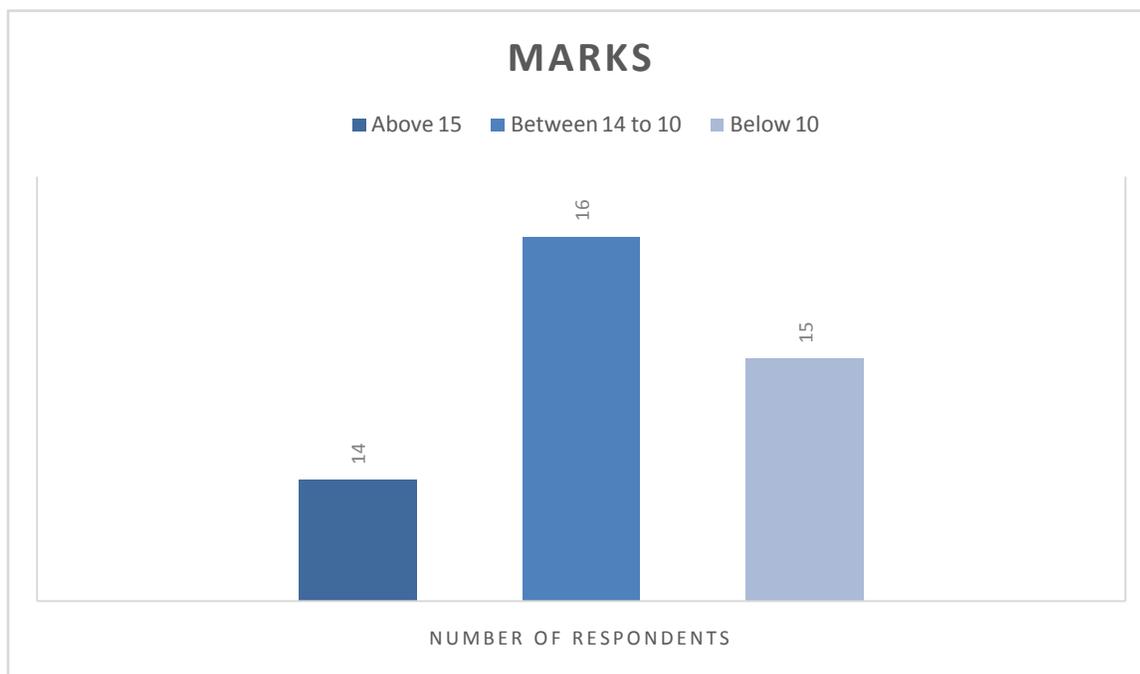


Fig14: summary of marks in spreadsheet test module

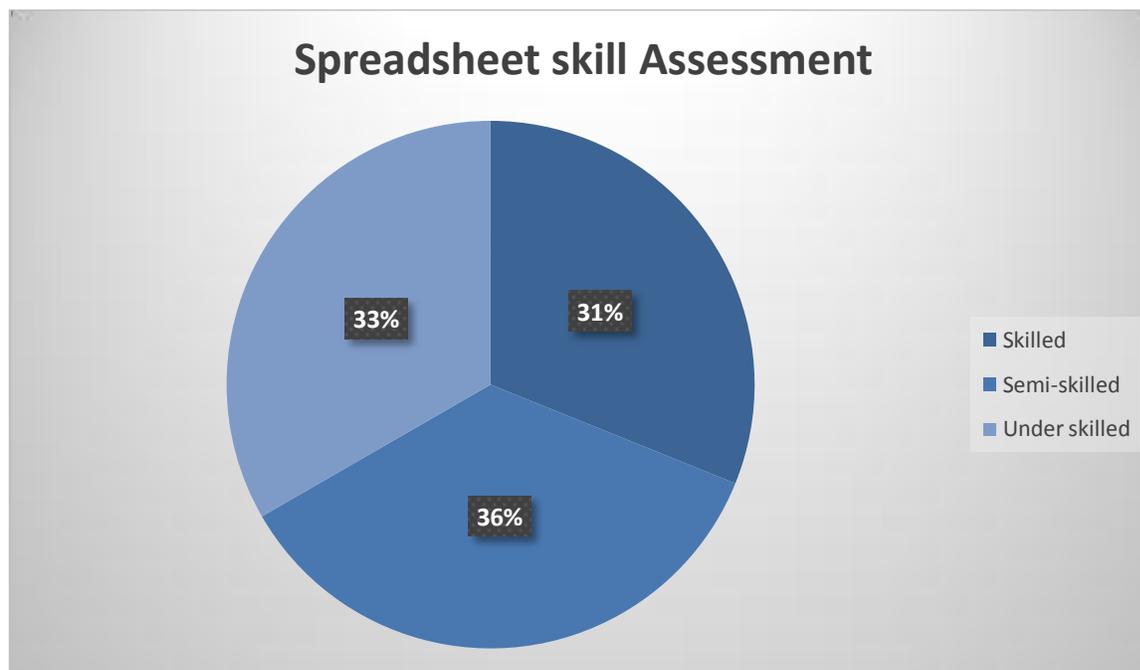


Fig15: Spreadsheet skill Assessment

ANALYSIS:

By analyzing the test result we found that only 31% staffs in Division of Career services and Division of International Affairs who are skilled enough in the basic spreadsheet knowledge .They know the proper usage of spreadsheet formula and formatting of spreadsheet. It was also found that 33% of staff who are under skilled. They lack the basic knowledge of Spreadsheet and they even don't know to select a particular column in spreadsheet therefore they comes under the category of must of training need in spreadsheet assessment. But the maximum percentage of staff comes under the category of semi-skilled which is 36%, if given proper training will develop the competency and can perform their task more effectively.

FINDINGS AND SUMMARY

From the overall mean score, it is found that the competencies possessed by the respondents are not enough competent to do their job. The respondents' leadership skills and communication are found to be moderate when compared to other competencies.

Further with the one way analysis of variance test it is found that there is no significant difference between experience of the respondents and their competencies on relationship management, communication, task proficiency and leadership. There is a significant difference between the experience of the respondents and their adaptability.

Through the above interpretations we found that high scale of training is required to each of the employees because they lack competencies which are required to perform their task on daily basis. Maximum percentage of employee lies in the category of under skilled which depicts that high scale of training is required. When they were given the typing master question they are unable to perform the task, moving to the in-basket exercise they were unable to cope up with the adherence to protocol and were not able to take the decision of their own, most of the employees doesn't know the e-mail etiquette and don't possess the basic knowledge about the e-mailing, there were some employee who don't have the knowledge of usage of e-mailing.

Spreadsheet knowledge which is more required to employees for performing their daily activity in their job even that is lacking in the employees. This is because they have been given the task for which they are not eligible and they are actually below average so they should be prone to the category of most of training requirement. Taking into consideration the Award list which was provided to us shows that none of the employee has crossed the 60 out of 65 which every employee are in the category of training requirement.

CONCLUSION

Therefore at the end I would conclude by saying that every employee requires training to perform their work perfectly. Competency mapping is done to Tier III staff and not to middle and lower level of staff because the line of function for this employee is almost same. There are some employees who are semi-skilled which means that they can improve further if given proper training as and when required. And employees who are under the category of Under-skilled that means that they are in urge of training i.e must of training is given to be fruitful. And there are few employees who are skilled enough and has knowledge to perform their task and hence they too could be better if they are provide with some amount of training.

The competencies such as ability to maintain relationship with others, communication, task proficiency, leadership and adaptability of the employees are satisfactory. One may also develop structured competency model for each job. As competency mapping is an essential task for all the organization and employee development, it is essential for the organizations to maximize utilization of these talents to gain competitive advantage

None of the employees are perfect and everyone requires training in somewhere or the other field. Competency mapping is basically done to find the actual and desired skills which the

employee possess and now after the test conducted for the employee we attain to the conclusion that the employees do need the training after viewing their marks and performance in the test.

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