

ROLE OF COMPETENCY MAPPING IN EMPLOYEE DEVELOPMENT

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INTRODUCTION

Competency mapping is the process of identifying the specific skills, knowledge, abilities, and behavior required to operate effectively and efficiently in a specific job. In the past few decades Human Resource Development has transformed immensely. This is the result of technological advancement in which artificial intelligence plays a major role which leads to automated payroll, talent acquisition, performance appraisal, training and development etc. All these advancements have certain advantages but they have made the operational scenario of human resource department more challenging, competitive and dynamic." Tomorrow's HR leaders need to be vibrant, broad minded, and they'll have to be tech-savvy and nimble enough to deal with an increasingly agile and restless workforce." Gartner agrees saying HR leaders need to be "more flexible and responsive to changing employee needs."

Components of Competency Mapping



1) **Behavior**: it is conscious and subconscious action of employee at workplace such as conflict, motivation, expectations, group dynamics, etc.

2) **Knowledge**: Acquiring of information and skills through education (theoretical or practical) and experience

- 3) Values: The behavior associated with company values which ultimately lead to achievement of goals such as loyalty, dedication, integrity, commitment, etc.
- 4) Abilities: It includes talent, skill, or proficiency which is acquired through knowledge or experience.
- 5) Skills: the ability to gain expertise in performing a particular task. For examples negotiation skills, interpersonal skills, decision making skills, etc.

Human Resource Development leads to organizational growth. Therefore factors such as Human Resource Development systems and synergy are very important which demands review of functionality of Human Resource Development. The job skills, knowledge, abilities and behavior plays very important role in acquisition of right talent for the organization. It helps in selecting the right person for the right job which also indicates one of the important management principles. Only procurement of skills is not sufficient for the employee, accumulation of knowledge and right attitude is of utmost importance. Skills, attitude and knowledge are known as competencies.

In this era of globalization, organizations have realized that there is need for developing diverse competencies for their progress as the business environment is dynamic and competitive. And, here the role of competency mapping becomes very significant for organizations. The major purpose of this research is to understand role of competency mapping for organization progress and development.

Various researchers refers "competence" as a blend of practical and theoretical knowledge, cognitive skills, behavior and values used to make performance more efficient ; or being qualified, for performing a specific role. For instance, management competency might include decision making skills and emotional intelligence, negotiation skills, etc.

CHRONOLOGICAL DEVELOPMENTS

"Competence" as per R.W. White in 1959 as a "concept for performance motivation". Craig C. Lundberg in 1970 bestowed the light on the concept in "Planning the Executive Development Program". David McClelland in 1973 wrote paper, "Testing for Competence Rather than for Intelligence".

Woodruff in 1991 stated "Competence is a combination of two topics of personal competence and merit at work. Personal merit is a concept which refers to the dimensions of artificial behavior in order to show the competence performance and merit at work depends on the competences of the person in his field".

Standard in 2001, ICB (IPMA Competence Baseline) stated "Competence is a group of knowledge, personal attitudes, skills and related experiences which are needed for the person's success".

ARZESH Competency Model in 2018 stated “Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to the effective performance of individual's activities. Competency is measurable and could be developed through training. It is also breakable into the smaller criteria”.

BASIC KNOWLEDGE THAT IS AVAILABLE AT REVIEW / MONOGRAPH / ADVANCED TEXTBOOK LEVEL

Organizations must map competencies for effectively achieving its objectives. Competency mapping is detailed process of identification of the competencies that are essential to perform a job and tasks optimally.

It can be carried out by applying blend competency mapping tools such as:

- Interviews & observation surveys,
- Assessment centers,
- Critical incidents technique,
- Psychometric tests interviews,
- Psychological assessment,
- Team work, workshops,
- Competency based questionnaire,
- Performance appraisal plans etc.

Competency Mapping is inevitable and plays a very vital role in the organization. It helps in designing a rational organizational structure with clearly defined roles and responsibilities in terms of the key result areas for each job profile within the organization.

Competency Mapping is applied in organization while :

- Recruitment
- Succession planning
- Performance management
- Training
- Career Planning
- Job redesign, etc

Therefore we can say that, competency mapping can act as essential tool for developing strategic development plans successfully for accomplishment of individuals and organizational goals. Competency mapping is a tool which focuses on Human Resource and business strategy simultaneously, which adds value to the organization and makes the organization more competent. The method of identifying, defining, and applying competencies helps employees to concentrate on main areas for accomplishment of their goals effectively which ultimately benefits the organization.

Competency mapping act as the backbone of the all human resource applications such as training, recruitment, performance management and succession planning, performance management, career Planning etc. Each organization thrives to gain competitive advantage to deal with competitive and dynamic environment. They focus on innovation and creativity so that their employee's performance could be better than their counterparts in the business environment and here competency mapping plays a vital role as it identifies the behavior of employees thoroughly.

Competency Mapping Lifecycle

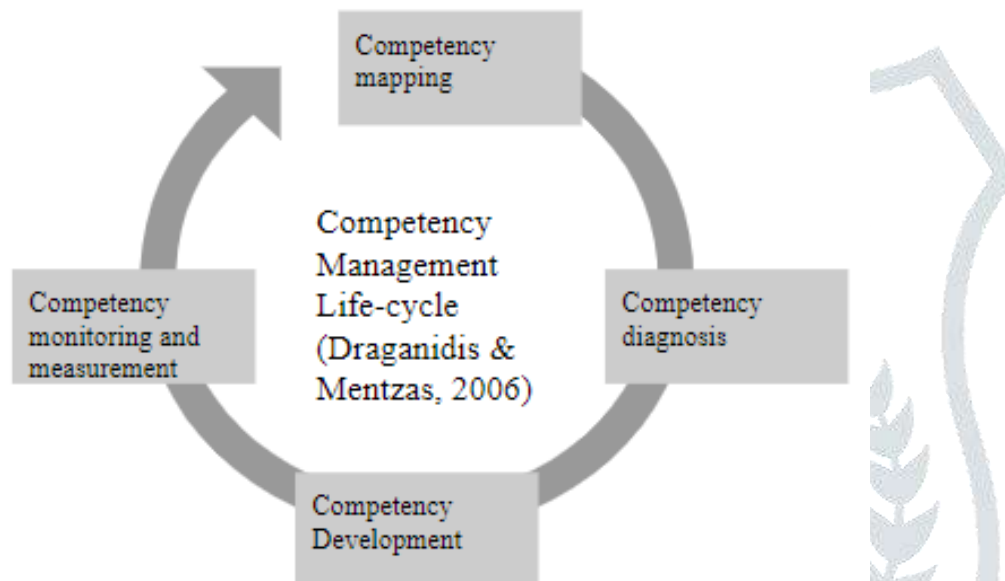


Figure 2. Our visualization of Draganidis and Mentzas (2006) Competency Management life-cycle

- The first step is **Competency mapping** which makes the organizations aware about the competencies of employees
- Second step is **Competency diagnosis** occurs when organization analyzes the data collected and comparison is done with competencies to find the gap. (Draganidis & Mentzas, 2006).
- The third step is **Competence development** which focuses on solving skill gaps with training or other required actions.
- Last step is **monitoring and measuring of competencies**, which is a continuous process (Draganidis & Mentzas, 2006).

4. Recent Developments

In 2019 (Barry A. Friedman), Organizations should focus on most suitable competency model for themselves which can benefit the employees as well as organization in long run. Each organization has different

characteristics in terms of their size, organizational levels, nature of business, markets, etc. The adaptation of HTEIC model was suggested in the research to meet such diversified needs. The major focus can be on alignment of competencies and business objectives for progress of the organization.

In 2018 (Jimmy Kansal and Sandeep Singhal), research found that competency mapping helps employees to sustain in dynamic business environment. It helps in identifying current competencies as well as expected competencies for accomplishment of organizational goals. Competency mapping also traces training gaps; if such gaps are fulfilled then organization can improve its functional competencies effectively. Competency mapping also helps in making Human resource planning more attainable and successful.

In 2018 (Mona N. Shah, Anand Prakash) research comprehends competencies which employees should possess for giving effective and efficient performance. Such competencies can also act as the structure which can be adapted by various academic institutions to meet the industry requirements and help organizations to optimally utilize their human resource to outstand in the competitive environment.

In 2017 (Srinath Perera, Solomon Olusola Babatunde, Lei Zhou, John Pearson & Damilola Ekundayo) research analysed need in the construction industry to assess and improve competencies in conjunction with professional-focused training programmes. The aim was to develop a competency mapping framework (CMF). A major component of the CMF is the Graduate Competency Threshold Benchmark (GCTB). An expert forum and literature review were used to build the framework. This study's paradigm offers new insight on the relationship between degree programmes and competency mapping.

In 2015(Sílvia Mayumi Takey, Marly Monteiro de Carvalho) proposes a seven-step approach for mapping project management abilities and to analyse and design evolution pathways depending on the organization's experience and challenges. Literature reviews are combined with qualitative and quantitative research methods in this technique. To acquire data, a large Brazilian engineering company employed documentation, behavioural event interviews, self-assessment surveys, and statistical analysis. Additionally, the proposed method includes a gap analysis and the relationship between experience and competency development for managers across all industries.

5. Opportunities for further research

The company can gain competitive edge by developing their employees and making them more efficient. It is a difficult task to identify and understand the skills, abilities and behavior of the employees for achieving success in the business environment.

To meet such requirements organization develops competency models to meet their specific needs. The organizations as well as employees reap out benefits by alignment of business, human resource practices and organizational goals as it directs the employees and organization to achieve their end goals optimally.

The future research can be done on:

- Identifying the competency gap between existing and required competencies of employees in detail.
- How company can enhance competencies of present employees to gain competitive edge?
- Understanding aspects of emotional and social competencies for employee development.

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