Competency Mapping in Organisations – A Review Study

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ABSTRACT:

Human Resources are the most important assets of any organization in today's competitive world. Every individual carries his / her own personality. Hence, it becomes important for the organizations to make full utilization of these resources in order to gain competitive advantage. Competency Mapping is a tool which can be used to become aware of the employee's key attributes i.e., Knowledge, Skills and Attitudes in the organization. This technique is designed to continuously measure the individual and group performance. This research paper is a review of Competency Mapping, Types and procedure for identifying and implicating capabilities of individuals at the workplace.

Keywords: Capabilities, Competency, Competency Mapping.

Introduction:

In the world of cut throat competition today, the policy making, the objective setting, the manufacturing, the research and development, the promotional strategies adopted by the companies, the competitors' strategies, everything needs to be given a good concern. For this it becomes important to understand and consider the competencies required by each employee to justify his /her position in the organization and for the growth of the organization as well.

Today, when measuring organization's performance, its better results, reference is not given to the material resources, but to human resources and their competencies. Thus, development of competencies has become one of the key priorities of the organization. Competencies are a combination of observable and applied knowledge, skills, attitudes, abilities, motives and traits required to perform a specific job in an effective manner.

Today, the world is brimming with rivalry. In such a focused situation, it turns out to be significant for an individual to consistently improve his abilities to keep up his situation in the association and to show signs of improvement opportunity outside. HR are the most significant resources of any association. For this Competency Mapping as an idea appears. Capability is the capacity or aptitudes required for a specific activity position. Occupation Competency can be characterized as the aptitudes, attributes or characteristics that add to an individual's capacities to perform obligations in an association. It contains Knowledge, Skills and Abilities or Attitude (KSA) that an individual has. In associations it is ordinarily known as the ASK approach. This exploration paper is an audit investigation of Competency Mapping in associations and its various models which can be utilized as instruments to assess the exhibition of possibility for accomplishing the goals of the associations.

Objectives of the study:

1. To review competency mapping in workplace.

2. To understand different Types and modules of Competency Mapping.

Review of Literature

Competency

Harvard clinician David McClelland (1970) told in the article featured the noteworthiness of testing for skill. This offered ascend to competency models being built up as the structure squares of prevalent execution in numerous expert and specialized scholastic, hierarchical, and fabricating attempts.

David McClelland (1973) showed in his study "Testing for Competence Rather Than for Intelligence" that old achievement and astuteness scores will most likely be unable to anticipate Job Achievement and it is just the precise abilities required to play out a given activity successfully and estimating them utilizing an assortment of tests, one can make certain about his profile.

According to Gilbert (1978), competency was utilized with the origination in relationship to show advancement. Its utilization differs extensively, which demonstrates to critical confusion.

Burgoyue (1993) utilized a functional perspective to portray a competency as how the destinations of associations were best cultivated by building up representative's activity.

Hoffmann (1999) examined previous writing and compact three key subjects in depicting a competency, which are unique prerequisite and characteristics of a worker, observable practices, and standard of individual execution results. As per Lucia and Lepsinger (1999), competency is a group of related information, abilities, and frames of mind that influences a significant an aspect of one's responsibilities (a job or obligation), that connects with execution at work, that can be measure against well-acknowledged models, and that can be improved by means of preparing and advancement.

According to the study of Klarsfeld (2000), competence appeared in assorted nations and differing deliberate conditions with different implications. As per "The American Heritage Dictionary (2000)", competency was characterized in the writing from different points of view and it is the state or nature of being appropriately or all around qualified. Bath, et al. (2004) opined that abilities ought not be qualified as a technique for a check list yet be strong and suitable into a program.

Kodwani & Amitabh Deo (2009) accepted through their study that presentation is the mantra of the present business association. It is just the individuals with right capacities who can perform better. Capabilities are the arrangement of such aptitudes and capacities (specialized just as conduct) which are fundamental for foreseen level of activity. Right skills are the way to predominant execution. The majority of the business associations are without legitimate competency mapping according to the examinations in the field.

Rice (2006) contemplated the authority advancement among social insurance officials in the U.S. The creator accepts, competency-based administration development doesn't simply detect, anyway it deliberately

accentuates on clear profession goals. The creator likewise referenced that trained way to deal with profession development will upgrade the association's presentation.

Competency Mapping

Competency mapping is being used since 1960s. It has been used in instructing in the USA where states of skills were to be well-perused with the incorporated training, personalization and field understanding. Capabilities are additionally recognized as qualities of person. Competency mapping was fundamentally utilized in the UK for taking care of the development of business related principles of execution. Meaning of 'Competency Mapping' Competency mapping orders a man's advantages and disadvantages. The objective of competency mapping is to enable the individual to well acknowledge oneself and to call attention to where calling development should be focussed. As per Portrayal, competencies are come about because of definite occupation families inside the association and are as often as possible amassed about sorts, for example, approach, connections, development, initiative, hazard taking, basic leadership, passionate knowledge, and so on. Velde (2001) and Cardy & Selvarajan (2006) stated that competency mapping will be productive just if there is suitable support from the association side since it includes the investment of the total administration advancement and development. As per Y. Nagaraju and V. Sathyanarayana Gowda (2009), competence Mapping is an Advanced Organization Practice Tool represents that representative competency mapping is one such propelled practice that is broadly being utilized by associations today. Competency mapping is tied in with evaluating the estimation of human capital and its improvement. Su - Chin Hsieh,Jui - Shin Lin,Hung-Chun Lee (2012) demonstrated that current patterns in human asset overseeing place weights on the extension and working of the term competency, especially the significant job it plays in improving occupation execution which thus accomplishes uplifted authoritative aggressiveness.

Process of Competency Mapping:

Competency Mapping is a process of identifying key competencies in an organization for every job position and implementing those competencies throughout various processes of the organization i.e. recruitment, training and evaluation of the performances.

It is an eight step process. The first step is to identify the department for which competency mapping needs to be conducted. Next step is to identify the organizational structure and list down the levels followed in that organization. Thirdly, Job analysis and job description needs to be prepared. The next important step is to collect data about the core competencies of the employees using any suitable method of competency mapping. Next, Classification of the obtained data into required skill set needs to be classified. The next step includes evaluation and confirmation of the identified skill set with immediate supervisors and heads of different departments. Next step is to prepare a competency or the training calendar. And the last step is to map the competencies.

Study Gap

Today, the world is brimming with rivalry. In such an aggressive domain, it turns out to be significant for an individual to constantly improve his Knowledge, Skills and Abilities to keep up his position in the organization and to show signs of improvement for opportunities outside. HR are the most significant resources of any association as already mentioned. For this Competency Mapping as an appropriate idea that appears. Suitability is the capacity or aptitudes required for a specific job position. Employment Competency

can be characterized as the aptitudes, attributes or characteristics that add to an individual's capacities to perform duties in an organization. It involves Knowledge, Skills and Abilities or Attitude (KSA) that an individual has. This review paper is an investigation of Competency Mapping in organisations and its various models which can be utilized as devices to assess the positions of employees for accomplishing the objectives of the organisations.

Why is Competency Mapping required?

The purpose of competency mapping arises of several reasons:

a) For Recruitment and Selection
b) For Training and Development
c) For Job Evaluation
d) For Performance Appraisal
e) For Compensating the employees
f) For effective Career Planning
g) For Succession Planning in the organization.

Models of Competency Mapping

Core Competency Model

This is the benchmark of abilities required to work well inside the organization, association or government. The center skills mirror the basic qualities, and they're important to speak to the association. A politically propelled not-for-profit bunch for instance, will have a lot of center capabilities that mirror the worth and conviction framework acquire in the association. These basic beliefs are basic and restricting perspectives won't function admirably and eventually will speak to the association ineffectively. There may likewise be a center arrangement of abilities that are compulsory to perform fundamental employment capacities. In a physical work workplace, one center competency might be the capacity to lift a specific measure of weight more than once for the duration of the day. Others can incorporate the capacity to curve, stoop and work through warmth, cold, wind and unfavorable conditions. Neglecting to meet these fundamental competency prerequisites can reject people from the activity as they are just not qualified.

Job Specific Models

The activity explicit competency model spins around performing work explicit activities with a significant level of fitness. A backend operator should realize how to burrow footings and level a structure cushion, and a circuit repairman must realize how to wire a house while establishing everything appropriately and setting up circuit breakers to ensure the electrical framework. Every individual expertise held by the up-and-comer is a competency. In numerous examples, an applicant will have skills that fall outside of the model. Sometimes, these can make them a more grounded competitor and in others the extra abilities are superfluous in light of the fact that they don't remain to improve the presentation or limit at work. Occupation explicit models regularly spread out every component of past experience, preparing, and training that are appropriate and fit inside the limits of the model. Coordinating abilities as such pre-qualifies workers and breaking points hands on preparing. Now and again, preparing is required at work however the competency model stays pertinent in light of the fact that the individual will meet the model subsequent to preparing. The model can fill in as an objective thusly.

Management Models

The Management models have some hybrid with work explicit models. At the administration level, it is accepted that people are settled with the center competency models and at times even played a part in making these models. The administration explicit models contrast in that they require authority aptitudes and the capacity to characterize other competency necessities for each activity job and part of the business. The Management is liable for guaranteeing the right capabilities are being required and effectively actualized and performed. This implies the administration level will require a more extensive arrangement of capabilities that are including of all that they oversee and regulate. The administration model is unmistakable and requires a degree of authorization that is absent in most occupation explicit and center competency models inside an association.

Conclusion

Competence is the ability to do work efficiently and effectively in an organization. Competency means required Skills required to perform a specific task. Core competency is something which cannot be copied and it is the pillar upon which individual rest. Competency mapping is the process of identifying specific Knowledge, Skills and Abilities required to perform a specific job position. All the stakeholders of an organization should seek opportunities for long term growth. Competency Mapping is not only done for existing employees of an organization but also for the people who are seeking employment opportunities to emphasize the specific skills which would make them valuable to a potential employer. An employee should continuously work towards the development of his Knowledge, Skills and Abilities so that he becomes an asset for the organization.

From the above study, it may be concluded that competency mapping is certainly another era in the field of HR. It guarantees affordable utilization of the most significant resources, human capital by guaranteeing the best suitable job to a person. It also ensures individuals' growth and development. An individual can outline or her abilities and secure the position which suits him the most. In simple words it not just ensures the best person recruited enlisted and put in the best occupation appropriate to the individual, yet in addition through preparing and evaluation makes the less skilled individual into increasingly capable. The organization wish to decrease the losses they obtain due to erroneous allocation of work to the staff. Consequently, understanding the capacities, intensions, hid potential outcomes, qualities of the individuals working in the organization is basic. Every job has its own profile and specification. Similarly individuals have particular abilities which are either inherent or can be acquired. The organization needs to coordinate the competencies of the employees with the prerequisites of job requirement before allotting the task to them. The organizations dependent on their business needs and necessities need to either follow the current competency approach models or need to make their own specific models. Numerous associations build up their own competency mapping model which is more useful for the association and career development of their employees. In this way one can say Competency Mapping has become well known HR practice over the globe.

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