Competency Mapping: A Theoretical Approach

Meena Jadav[1], Dr. Ajay Trivedi[2]

[1]Department of Commerce, Parul University, M.com (Hons), Parul Institute Of Commerce, Parul University
[2]Dean, Parul Institute Commerce, Parul University, Competency Mapping: A Theoretical Approach

ABSTRACT

In today's arising innovative business world, companies are increasingly focusing on human resource for organization's development with respect of using Competency mapping so that they can compete in rapidly changing environment. Competency mapping and assessment has not only gained paramount importance in organization but also helps an individual to give the perceptivity of competency skills like attributes, workspace skills, applied and core knowledge skills that will help the individual to retain any job. It's vital to keep the competency up-to-date, as this study gives the insight of enforcing latest tools and methodologies of competency mapping in an organizations. Every person has unique talents, which may contain both strong and weak points, competence mapping will enable them to enhance their skills that they might not be aware of where they need to make improvements. It's a cross functional integration that helps an individual to perform the job efficiently and effectively. In the current scenario HR people struggle with unlimited difficulties in finding a skilled person which can match the work demands of the organization. HR seeks to continuously analyse the competencies that different people will need in order to do the tasks that have been given to them effectively and to offer chances for these employees to enhance these competences in order to position them for future jobs within the organization. As a result, here an effort has been made to examine how a person and an organisation are connected by competency mapping.

Keywords: Competency, Competency Mapping, Competency Framework, Core Competency.

INTRODUCTION

Competency mapping it is a process of skill identifying, personal and knowledge attributes of an individual and the function within it. A well-managed organisation needs clearly defined positions and a list of abilities needed to carry out each role's responsibilities. Competency mapping do SWOT analysis of any individual that will help him or her to identify his or her strengths, weakness, opportunity and threats, the requirement with his own attributes thus identifying the skill gaps. Armed with the identified competencies his or her career prospects will improve as they have increased self-awareness and confidence.The interest in competency mapping is growing as organizations increasingly recognize the need for competent people in today's business environment. Currently, many companies have understood that in order to attain superior performance, it is important that skills requirement should matched the skills of the candidate. As each individual is unique, they comes with their own abilities, set of skills and knowledge and personality traits. If these set of skills that an individual have are mapped with the skills required, it will benefit the organizations. As the market job are increasing the need of a tool that identifies ones skills are also high. According to Dr. Saikumari, Ms Sunitha (2021) Competency mapping in training and development helps to increase effectiveness of training and development. This study states that training will be effective if it is given on functional and behavioural competencies. This study proposes that organisation should use more of the modern training approaches, then to provide hands on hands training to the employees and providing specific learning assignments or projects for the participants to improve their competency gap.

This has resulted in a demand for future skill mapping through proper HRM initiatives, therefore if a tool like competency mapping is used in any level itself, an individual will be armed with their own skills set. This will enable them to choose right career option and further their career growth. The knowledge they gained is enormous with the help of different sources of information are available on their fingertips. But one thing that an individual needs to concentrate is on their skills and ability of doing any jobs. Numerous people struggle a lot to get a job not because of the lack of knowledge but for the skills they need for that job. According to Opus kinetic People Management (2021) Blog, he has explored that in contemporary business environment leaders of the organisation are always looking for the competitive edge. Currently many organizations leaders have discovered powerful ways to renovate human resource management. Practice which will be beneficial for organizations by many ways and one of the powerful way for reinventing human resource management practices is a competency based human resources management.Competency-

based human resource management is building a new operating system for the current human resource management. Competency based human resource management approach improve functioning of all HR practices. The concept of Competency mapping impact the competency on employee development. An analysis of the relationship between competency mapping and organisational human resources practises has been attempted. It was determined that competency mapping is unquestionably the new age in HRM. By making sure the correct individual is placed in the proper place, it ensures efficient use of the valuable resource known as human capital. Additionally, it demonstrates a person's professional advancement. To discover a career that matches their accessible capabilities, a person might map their competencies, which are simply their strengths and weaknesses, Ms. Y. V. Naga Kumari and Mr. G. Kamal (2021), says that the several tools of the competency mapping, helps to increase effectiveness and productivity of an organization by managing employee's performance. Employee's competencies are influenced by various factors like skills, knowledge, attitude, traits etc. It is found that opinion of the HR professionals are concerning with the forestalling & managing future competencies for increasing productivity of an organization that plays a significant importance.

Objectives
1. Studying the concept of Competency Mapping.
2. Establishing certain benchmarks related to the job so that an appropriate candidate can be chosen for an appropriate position.
3. To learn the abilities needed to do a particular job
4. To determine the key success factors of different tasks and jobs at the workplace.

Different Concepts of Competency

Competency Map: A competency map is a list of a person's skills that illustrates the elements most important for success in particular roles, departments, businesses, or industries that are a part of the person's current career path.

Competency Mapping: This method helps people discover and articulate the competencies that are most important for success in a given environment and job.

Competency Profiling: Identification of the information, talents, skills, attitudes, and judgements required for effective performance in a particular occupation or profession is known as competency profiling.

Competency Mapping

Competency mapping identifies the success criteria required to be successful in their role. Competency mapping serves an important and innovative management tool designed to give competitive advantage to a company in terms of people, process and organization. The capacity of a person to exceed the expectations of both internal and external customers and stakeholders is referred to as being competent for the job. All human resource apps are built on the competency framework. Talent induction, management development, appraisals, and training are all human resources functions that result in noticeably superior outcomes. The following components make up the job competency:

Element Competency or Task Competency: It is the capacity to carry out a specific kind of task. The work entails a variety of task types, which calls for a range of fundamental skills. The fundamental competencies are simpler to research, identify, comprehend, map out, measure, and develop since they can be precisely distinguished and formed into a model across the firm. Decision-making, communication, business, analytical, and passion for success are a few examples of the fundamental competencies.

Behavioral indicators: The fundamental competencies, which depend on knowledge, skills, and abilities both technical and non-technical, attitude, and personal qualities, should be understood in terms of the total competency requirements for the work. Some of the characteristics are challenging to measure and evaluate with objectivity. However, people who are extremely successful at a certain task exhibit specific logically linked behaviors that can be utilized to pinpoint the specific contributing components.

The most significant advancement in human resource function is competency mapping. It gives HR procedures and related operations that is much-needed objectivity they require. HR programmes and systems that are competency-based can help HR functions directly improve corporate effectiveness. The following tasks can be carried out effectively and efficiently by mapping abilities. As a result, the skill can be applied in the following situations:

• Individual Appraisal for the purpose or recruitment
• Potentials appraisal for functional shifts and promotion
• Employee training need identifications
• Employee performance diagnostics

• Employee self-development initiatives
• Retention strategy

Components of Competency Mapping

1) **Behaviour:** It is conscious and subconscious action of employee at workplace such as conflict, motivation, expectations, groups dynamic, etc.

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

3) **Values:** Behaviour that is associated with the company values which ultimately leads to the achievement of goals such as loyalty, dedication, integrity, commitment, etc.

4) **Abilities:** Abilities includes the talent, skill, and proficiency which is acquired through experience or knowledge.

5) **Skills:** It is the ability to gain expertise in performing a given or particular task. For examples negotiations skills, interpersonal skills, decision making skills etc.
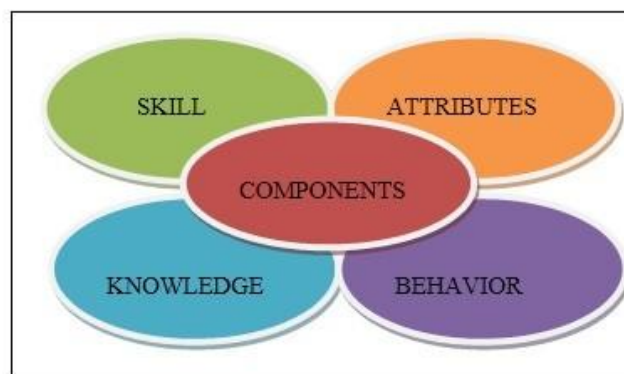
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Competency Mapping Model Methods

According to Morrelli et al. 'A competency is a quantifiable human ability needed for successful performance. Knowledge, a specific talent or quality, a group of character traits, or a mix of two or more of these qualities can all be included in a competency. These indicate that competencies enable and provide better results. In terms of the competency model, it outlines the competencies needed for delivery. In essence, a model is constructed using innate abilities and includes the kinds of skills and knowledge that can be learned via effort and experience. Different competency models exist. Some of the main model are as follows:

1) **Customised generic model method**– Using this approach, organisations choose a generic model with the help of a likely list of skills that are internally diagnosed, and then they validate it with input from average performers and great performers.

2) **Job competence assessment model method** – This is developed through interviews with and observations of exceptional and ordinary performers in attempt to pinpoint the traits that make them stand out in life-or-death situations.

3) **Flexible job competency model method** – This seeks to identify the skills that will be required in the future to perform well in a variety of situations.

4) **Accelerated competency system model method** - This puts an emphasis on the abilities that help produce output, such as the products, services, or expertise of an organisation.

5) **Modified job competence assessment model method** – Interviewees submit written accounts of important events in order to save money. These written accounts highlight behavioural variations that are comparable to those observed in the work competency evaluation approach.

6) **System model method** – This approach calls for reflection on both the actions that excellent performers are currently taking and their overall behaviour, as well as potential future behaviours.

Latest Competency Mapping Tool

1) Mocha: A premier AI-based evaluation tool, iMocha helps companies identify the strengths and weaknesses of their personnel. A person can shortlist highly qualified candidates for employment and upskill the current staff with the use of iMocha's skills development and Talent Acquisition function. Utilizing pre-employment tests, one may quickly analyse an employee's skill set and compare it to the requirements of the organisation. Additionally, you can easily develop the organization's competence benchmarks with iMocha's assistance to assure a high standard for potential employees.

2) Skills Base: Skills Base is a programme for competency and skill mapping. It aids teams and organisations in understanding, measuring, evaluating, and visualising. In order to track employee advancement, this application also assists in the development of comprehends competency mapping matrix.

3) Talentguard: It is a software programme for managing the skills of the workforce. It offers information, resources, and services to help businesses improve their skill-based talent processes, and making sure they have the skills that are necessary to carry out their strategies, and assess the effects on their bottom line.

4) SoftExpert: This all-inclusive software for managing human growth. It assists in facilitating performance evaluation, succession planning, competence mapping, and training and development. You can better manage the training resources thanks to this programme. It helps in determining the essential skills needed to carry out specific tasks in distinct business processes. SoftExpert examines performance advancements over time to assess the efficiency of individual growth plans.

5) HRSG: A pioneer in the field of competency mapping software, HRSG sets itself apart from the competition with an AI-driven suggestion engine. Excellent customer service is offered by HRSG. The software comes with a sizable evaluation library that you can modify to suit your individual requirements. It aids in establishing talent requirements, correcting skill gaps, and improving an individual's performance.

6) MuchSkills: By pairing the appropriate person with the appropriate project, MuchSkills offers a novel way to increase productivity, involvement, and job satisfaction. Additionally, this tool enables users of any experience level or profession to immediately identify the opportunities, dangers, and strengths of their team or company in a single glance. An employee can swiftly map their skill levels and assess where they stand in relation to their peers with the use of this tool. A more productive environment exists inside the organisation as a result of managers being able to concentrate on their team's strengths thanks to MuchSkill's informative visualisation.

7) OD-Tools: It is a web-based competency mapping application that will assist enterprises in mapping the abilities and competencies of their workforce. Users can map the skills needed for each position and construct competency profiles for specific employees and job roles. Additionally, it provides company with accurate competency data for both internal and external evaluation. It is a clear, eye-catching, and simple-to-use tool. Additionally, this tool aids in the analysis of training needs.

8) Centranum: With the aid of this tool, you may identify any skill shortages and create training and development plans to fill them. The value-based performance evaluation, as well as checks of core competencies, leadership abilities, and other things, are conducted by organisations using this portal. The detailed management reports include up-to-date data on skill levels and gaps, as well as comparison of trends and statistics.

Methods of Competency Mapping
Businesses use competency mapping to align employees' skills and abilities with the demands of the organization and their particular jobs. The most recent approaches to competency mapping are questionnaires, assessment centres, and psychometric tests.
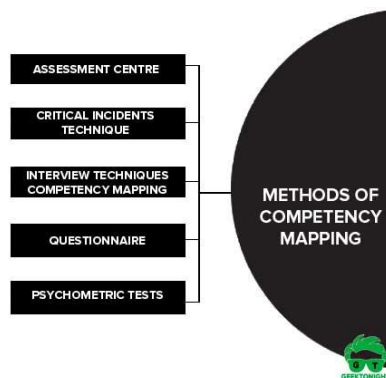
source:images&cd=vfe&ved=0CBAQjRxqFwoTCJi9qOTsgv0CF

1) Assessment Centre: The methodology used in assessment centres includes situational observations that gauge candidates' performance and room for improvement in relation to the job-specific requirements. This method reflects the demand of the profession in real life by using various simulation exercises and debate.

2) Critical Incidents Technique: This methodology is used to collect data and analyse it in order to pinpoint the precise actions that will determine an individual's success or failure. The key events technique consists of a series of steps for gathering first-hand accounts of human behaviour in a way that maximizes their potential for addressing data issues and formulating general psychological principles.

3) Personal Interviews: As part of the competency mapping, every business uses interviews in one way or another. A candidate and the interviewer converse during the interview. It can be a potent strategy to find the right candidate for the right job if used appropriately.

4) Questionnaire: A questionnaire is another method for learning about a job's requirements and performance. Users fill out written lists of questions called questionnaires. Depending on the questions included in the questionnaire, this technique can be applied at any stage of growth. Common Metric Questionnaire (CMQ), Functional Job Analysis, Multipurpose Occupational System Analysis Inventory (MOSAIC), and Position Analysis Questionnaire (PAQ) are a few examples of questionnaires.

5) Psychometric Test: Some companies employ a psychometric test as a component of the hiring process. It's a scenario that causes a natural and understandable fear of the unknown for some people. A psychometric exam is an objective, standardized way to measure behaviour. Aptitude tests and accomplishment tests are two types of psychometric examinations.

Competency mapping Framework

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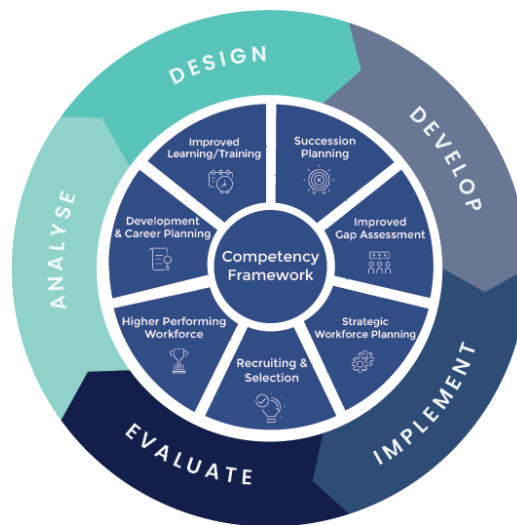
An elaborate foundation for the knowledge, abilities, and qualities required of the individuals within an organisation is provided by a competency framework, which is a complete structure. The framework for competency mapping also maps the anticipated behaviours at different organisational levels. Performance excellence inside a company is largely described by the competency framework model. Such a framework often has a number of competencies that can be used in various organisational occupational jobs. Each skill provides a general definition of exceptional working behaviour. The guiding ideas that direct a person's behaviour and decision-making are known as core values. All of the workforce follows these moral guidelines, which are based on the code of conduct of the Foreign Service.Four occupational roles for the functional competencies and three occupational roles for core competencies make up the framework. These positions refer to the primary function of the jobs and the connections between them in terms of key capabilities.

CONCLUSION

Training and educating an individual is an important task. This would be of tremendous importance for the employability of an individual. From the explanation above, it can be inferred that competency mapping is becoming a new strategy for helping people become more proficient in their jobs in the modern era. The combination of knowledge, abilities, and qualities that a person should acquire and use for successful learning, living, and working are

known as competences. The significance of competency mapping is that it is a useful evaluation tool because it enables us to identify our own capabilities and skills that we may not be aware of and encourages us to take responsibility for our own growth. Knowing the difference between the talents we currently have and the skills that are required from the perspective of the industries or an organizations.

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