



A conceptual study on competency mapping in organisations

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Abstract

We live in a time of fierce competition, and businesses and multinationals are working hard to find qualified personnel and develop the necessary skills in their current workforce. Therefore, it is crucial for businesses to assess the skills of their personnel and to keep up with the global competition, continually develop them. Competent employees serve as an organisation's primary resource. Such an idea has contributed to an organisation's success. A tool called competency mapping can be used to identify an employee's core organisational competencies, such as knowledge, skills, and attitudes. This method is intended to track both individual and group performance over time. This study paper provides an overview of competency mapping, including its types and methods for locating and assessing workers' talents.

Keywords: Competency mapping, competency, skills, organization

Introduction

An approach to how an organisation manages its human resources is known as human resource management. It addresses staff training, skill development, and labour force utilisation. Having effective personnel in their organisation is their primary goal. To successfully complete a task. Opportunities are presented that aid in an organisation's expansion. The relationship between an employee and an organisation is, in essence, human resource management.

Competency mapping examines an organisation's top skills and introduces those practises to the organisation to help it reach its objectives. It entails: Getting the staff ready to perform within their capacity. Hiring competent personnel. Paying employees for their job and evaluating them based on their performance. Competency is a synonym for aptitude. In order to produce an effective map, a person must combine all their skills. In any organisation, it is quite important. An accurate job profile can be developed once the competencies needed for a given job have been identified.

Skills mapping is a method for examining and analysing the skills that the individuals in question possess. It provides a thorough understanding of the individuals' ability levels. Ability mapping produces a result that not only identifies the ability level of the individuals but also points out any potential improvement areas for training or other methods.

Definition

According to Boyatzis (1982) [6]

An ability that a person possesses those results in behaviour that satisfies job requirements while staying within the confines of the organisational setting, which in turn produces the intended results.

Objectives of the study

- To examine the literature pertaining to competency mapping.
- To comprehend the use of competency mapping as a strategy for competitive advantage.

Review of literature

David McClelland (1970), A Harvard physician, explained the need for talent assessment in his 1970 essay. This gave rise to the development of competency models as the building blocks of typical performance in several expert and specialised academic, administrative, and manufacturing endeavours.

David McClelland (1973) [1], demonstrated in his study "Testing for Competence Rather Than Intelligence" that the precise skills necessary to carry out a given activity successfully and estimating them using a variety of methods are the only factors that will likely be able to predict job achievement using tests, one can be sure of his profile.

Gilbert (1978) [2], Claimed that competency was used in conjunction with the origins of relationships to demonstrate advancement. Its use varies greatly, which illustrates the serious confusion.

Burgoyne (1993) [3], Used a functional approach to illustrate a competency, showing how increasing representative participation helped associations achieve their goals.

Hoffmann (1999) [4], Reviewed earlier material and condensed three important topics in expressing a competency: a worker's distinctive prerequisites and features, observable practises, and standards of individual execution results. Competency, according to Lucia and Lepsinger (1999), is a collection of connected knowledge, skills, and mental states that have a major impact on one's obligations (a job or responsibility), are linked to work performance, can be measured against established models, and can be improved via preparation and advancement.

Klarsfeld (2000), Competence manifested itself in many countries and under various deliberate circumstances, each with its own implications. Competency, according to "The American Heritage Dictionary" (2000), is described in literature from various angles and is the state or quality of being adequately or competent in every way. Bath et al. (2004) believed that while skills should be strong and appropriate within a programme, they should not be characterised as a technique for a check list.

Rice (2006) [5], Thought about how American social insurance officials rise in authority. The author acknowledges that competency-based administration development consciously emphasises specific career goals rather than just detecting problems. The author also mentioned how a trained approach to career development will improve the association's presentation.

Kodwani and Amitabh Deo (2009) [9], Concluded that the mantra of the current business relationship is presentation. Only those with the necessary abilities can execute more effectively. Capabilities are the combination of skills and behaviours (both specialised and general) that are necessary for anticipated outcomes. Degree of activity the key to successful execution is having the right talent. According to field tests, most business organisations lack a valid competency map.

Competency Mapping

Competencies are generated from job families within an organisation and are typically categorised as strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, and so forth. A person's strengths and weaknesses are identified through competency mapping. The objective is to assist the individual in developing a deeper understanding of who they are and determining where their career development efforts should be directed. Person mapping can be carried out either by the person or by others, such as bosses. Another option is to adopt the 360-degree technique, in which the employee is rated by peers, direct reports, and clients.

Process of Competency Mapping

- Determine which department needs competency mapping.
- Next, we must create a job description for the department.
- After that, perform a job analysis by getting current employees to fill out a position information form (PIQ) Questionnaire.
- Gather data on PIQ
- The job analysis findings are used to create a competency-based job description. It is created after carefully analysing and translating the suggestions made by the incumbents who are represented.
- The competencies listed in the relevant job description are now assessed as part of the performance review. Utilising skills will enable more objective evaluations based on behaviours that are demonstrated or not.
- By taking the competency mapping process a step further, it is possible to determine which competencies require more training or development for specific individuals based on the findings of an evaluation. This will assist in focusing on the training requirements necessary to meet the objectives of the position and business, as well as support the growth of the staff, for the organisation's ultimate success.

Competency mapping evaluates key competencies. A person's personality should be assessed in several ways, including their knowledge, character, motivations, attitude, and talents. These abilities are evaluated in relation to the position requirements.

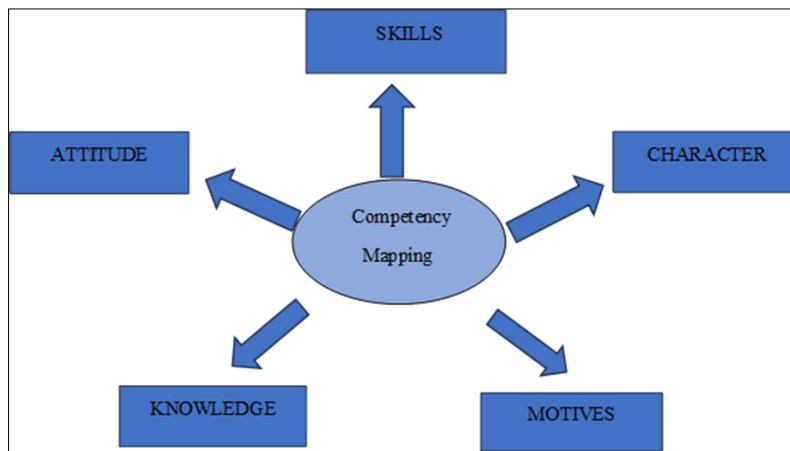


Fig 1

Methods to map the Competencies of employees

Finding every competency needed to perform the job's requirements is difficult. However, a variety of techniques and strategies have been created and successfully tested. These techniques have greatly aided managers in identifying, reinforcing, and/or developing these competencies that support both personal and organisational growth. Several important competency mapping methodologies are discussed in the section that follows.

▪ **Assessment Centre**

The "Assessment Centre" is a tool for determining growth potential. It is a process that assesses workers using a range of methodologies for personnel planning and decisions. The assessment centre consists of a variety of tests or

simulations that have been created to mimic the requirements and tasks of the position. These simulations or exercises will have been created so that applicants can do them both individually and together, and they will be monitored by assessors as they complete them. These exercises can take the form of a case study, an interview, a role play, or a group discussion.

▪ **The Critical Incidents Method**

For each job, a list of acceptable and unacceptable on-the-job conduct is first created. Several judges are asked to assign a good or terrible rating to each of the two categories of behaviour. These serve as a basis. An inventory of appropriate and inappropriate behaviour is created for ratings. The next step is to teach managers how to record

important events or standout instances of how their staff members succeeded or failed to complete their assigned tasks. As the supervisor witnesses the incidents, he notes them down right away.

▪ **Interview Techniques competency mapping**

Nearly every firm employs an interview in some capacity as part of competency mapping. Numerous interviews have been the subject of extensive research, and a on the subject, books have been written. To use an interview for competency mapping, there are a few common rules that should be observed.

▪ **Questionnaires**

User responses are collected via completed questionnaires, which are written lists of questions. In order to get the information you desire, you must first create questions regarding your product. know. More details on creating questions that work are available from the sources listed below. Depending on the questionnaire's questions, this technique may be applied at any stage of growth. To gauge consumer satisfaction with the product after it has been distributed, surveys are frequently employed.

▪ **Psychometric test**

In many organisations, the selection process includes some kind of psychometric test. For some, this is a possibility that is accompanied by a natural and understandable level of anxiety. Apprehension of the unknown. A psychometric test is a standardised, impartial assessment of a representative sample of behaviour. The way the test is given, the setting in which it is taken, and the formula used to determine each individual's score are all uniformly used, making the test standardised. It is impartial because a good test measures individual differences using a scientific methodology that is unbiased and free from the influence of human variables. Most of these tests have a set time limit and a correct response. The number of accurate responses is used to determine a person's score many tests.

a. Aptitude tests

These measure a person's likelihood of benefiting from training. In contrast to prior performance, it forecasts how well a person will be able to perform following training. They were created to help people with specific tendencies towards certain abilities stand out. As a result, they include traits like mechanical aptitude, clinical aptitude, artistic aptitude, and other traits that are more specific, clearly defined, or useful.

b. Achievement Tests

These assessments gauge the degree of competence that a person has attained. They gauge an individual's accomplishments. Most of these exams assess topics like language proficiency, mathematical computation, thinking, etc.

Conclusion

Therefore, to assess a person's potential, skills are a key personality feature that should be examined. To do this, competence mapping is necessary, which is an effective approach for identifying an employee's behavioural and job competencies. There are several options for competency mapping, and depending on the circumstance, their

applicability changes. Competency mapping aids in identifying various personal qualities that are important for organisational development. Competence is the capacity to do tasks in an organisation successfully and efficiently. Competency refers to the necessary abilities to carry out a specific work. The foundation upon which each individual rests is their core competency, which cannot be duplicated. The practise of locating competencies is called competency mapping. Knowledge, Skills, and Abilities needed to accomplish a certain job position. An organization's stakeholders should all look for chances for long-term growth. Competency mapping is done for job seekers as well as for current employees of an organisation to highlight the specific talents that would make them useful to a potential employer. To become an asset for the company, a person should always work to expand his knowledge, skills, and abilities.

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