

A STUDY ON COMPETENCY MAPPING

Megha Pandoria

Student MBA 2nd Year (Human Resource Management) Permanently Affiliated to SPPU, Pune, SSR IMR, Silvassa Email: meghapandoria@gmail.com

Abstract

The study on Competency Mapping aims to understand the concept of Competency Mapping, find the competencies of employees of five departments in the company that are Design, Purchase, Production, HR and Accounts and map the competencies of the selected employees. Mainly two types of Competencies are taken for the study which is Technical and Behavioural Competencies. The study analyse the skills of employees which will help for further improvement and find the training needs.

Keywords: *Competency Mapping, Organisation, Knowledge, Skills.*



[Scholarly Research Journal's](http://www.srjis.com) is licensed Based on a work at www.srjis.com

Introduction

Competency Mapping is to identify the key attributes and skills required to perform the job. It is very important for selecting, recruiting and retaining the right people in the organisation. When the competency of the required position is mapped, an accurate job profile is created and when the job profile is created it is very helpful for recruitment of the right person.

In 1959, in the article of R.W. White the term “Competence” had appeared as a concept of Performance Management. After that in 1970, Craig C. Lundberg defined the concept in “The Planning in Executive Development.”

In 1973, David McClelland wrote seminal paper entitled, “Testing for Competence Rather than for Intelligence.” Than it has been popularized by Richard Boyatzis and others, like, T.F. Gilbert in 1978 used the concept in relationship to Performance Improvement.

David McClelland in 1960 initiated Occupational Competency Movement with a view to move away from traditional attempts to describe Competency in terms of Knowledge, Skills and attitudes and focus on to specific self-image, values, traits and motive dispositions that are found to distinguish outstanding from typical performance in a given job or role.

Competency Mapping:

A Competency is an underlying characteristics of a person which enables them to deliver superior performance in a given job, role or the situation.

The original use of competencies was conceived by David McClelland.

According to **Boyatzis (1982)**, “A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organisational environment, and that, in turn brings about desired results.”

Unido (United Nations Industrial Development Organisations) (2002): Competence is defined as knowledge, skill and specifications which can cause one person act better, not considering his special proficiency in that job.

Hay Group (2012): Measurable characteristics of a person which is related with his efficient act at work, organisation and special culture.

Types of Competencies:

- 1. Organisational Competencies:** These are the unique factors that make an organisation competitive. Decision taking, Risk taking, Develop relationships, problem solving, attention to detail, innovation integrity, customer service, etc.
- 2. Job/Role Competencies:** The things that an individual must demonstrate to be effective in a job, role, function, task or duty at organisational level. It includes presentation skills, analytical and problem solving skills, etc.
- 3. Personal Competencies:** These are the aspects of an individual that imply the level of the skill, achievement or the output.
- 4. Managerial Competencies:** Competencies that are required for staff with managerial or supervisory responsibility in any service or program area which can include directors and senior post.
- 5. Generic Competencies:** The competencies that are essential for all staff regardless of the function or level.
- 6. Technical Competencies:** The specific competencies that are considered essential to perform any job within a defined technical or functional area in work.
- 7. Behavioural Competencies:** These are the traits or behavioural attribute of an individual that becomes instrumental in his/her development or growth in the organisation.

Objectives of Competency Mapping:

- 1.** To ensure that employees hired during recruitment are a good fit not only for their roles but also for the company.
- 2.** To recruit, train and develop employees.
- 3.** For improvement and delivering the superior performance in a given job.

4. To measure and assess individuals and group performance which relates to the expectations of organisations.
5. To identify the key attributes, skills and knowledge a person has and to further develop them.

Scope of Competency Mapping:

1. Used for recruitment, selection, Training and Development.
2. For Performance Management.
3. Skill Development.

Literature Review

Shirley Fletcher (2005) According to the author, ‘Competence-based training and use of it requires a clear and common understanding of the concept of competence – whether it is occupational (workplace) performance, behavioural skills, learning objectives or the personal skills. The use of a competence framework for the design of training, assessment of performance and the identification of training needs provides an integrated, flexible and cost-effective means of employee development and performance management. The design of competence-based training has to be carefully planned.’

Sanghi (2007) mentioned that competency consists of the unique properties of each individual that is expressed in the process of interaction with others in a social context and so, it is not only limited to specific knowledge, skills or standards of performance expected and behaviour shown. The use of competency as a various human resource aspects is increasingly becoming a trend.

Rothwell, W.J., & Wellins, R. (2004), “Use competencies as a foundations on which you can build career plans and align your career with needs of the organisation.” The competency model can help align the HR Systems vertically with the organisation’s strategic objectives or horizontally with the other HR functions. It provides managers & leaders a tool for selection and promotion, training and development, career and succession planning, and performance management.

Ulrich et al.’s (2013) key findings ids that while the competency ‘credible activist’ demonstrated the greatest impact on the perceived effectiveness of the HR function, it has the lowest impact on the business performance. The authors argued that greater emphasis should

be placed on the HR competencies that add the greatest value to the business, such as connecting people through technology; aligning strategy, culture, practices, and behaviour; and sustaining changes.

Solomon (2013) in his study on Competency Mapping has tried to explore the level of Competency prevailing among the executives of the public sector. The results of the study show that nearly half of the respondents has moderate level of managerial HR and general competencies.

Karen Lo, Keith Macky & Edwina Pio (2015) Author says that, 'HR competency research has predominantly focused on identifying generic HR Competencies for the HR practitioners using a Universalist approach.

Research Methodology

The research adapts an exploratory and descriptive research for the study. The selected employees from managers till officer level were taken for the study and their competencies were mapped. The data was collected through primary and secondary source which includes questionnaire, one-to-one Interaction, Books, Articles, Journals and Internet Websites. The research instrument used for the study was Questionnaire and analysis tool was comparative method. Stratified Sampling technique has been used where 32 employees and 5 evaluators from different department were taken for the study.

Objectives of the Study:

1. To understand the concept of Competency Mapping.
2. To prepare Competency of Design, Purchase, Production, HR and Accounts Department.
3. To Map the Competency of the selected employees in the respected departments.

Scope of the Study:

1. The study analyse the skills of the staff in the company which will help for further improvement and find the training needs.
2. For succession planning also the study will be useful.
3. Identify the key competencies required for the job.
4. To prepare Competency Mapping of Managers and below till Officer level of the company.

Analysis

Competency Mapping is finding the competencies of employees in the organisation and mapping the present level of competencies to the expected level of competencies.

On the basis of the data collected, the data presentation and analysis was done.

Five departments were taken for this study, namely;

1. Design Department
2. Purchase Department
3. Production Department
4. HR Department
5. Accounts Departments

The data was collected through the questionnaire and the two types of competencies were graded, which are;

1. Technical Competencies
2. Behavioural Competencies

Grades were used for measuring competencies.

If an employee gets **Grade A** and **Grade B** than the employee is **Competent**.

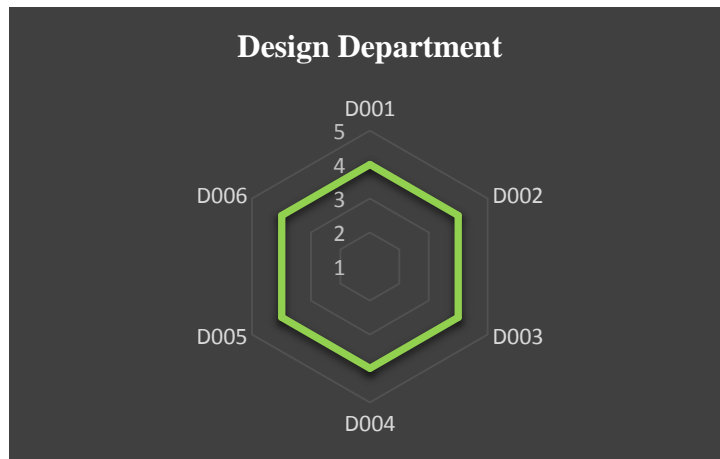
If an employee gets **Grade C**, **Grade D** and **Grade E** than there is a **Competency Gap** which means employee needs training and improvement.

Design Department

Table 1. List of Employees and their Overall Grade of Design Department:

Sr. No.	Employee Code	Designation of Employee	Graded By	Overall Grade of Employees
1.	D001	Design Engineer	Sr. Design Manager	B
2.	D002	Design Engineer		B
3.	D003	Design Engineer		B
4.	D004	Assistant Manager		B
5.	D005	Assistant Manager		B
6.	D006	Manager		B

Chart 2. Design Department:



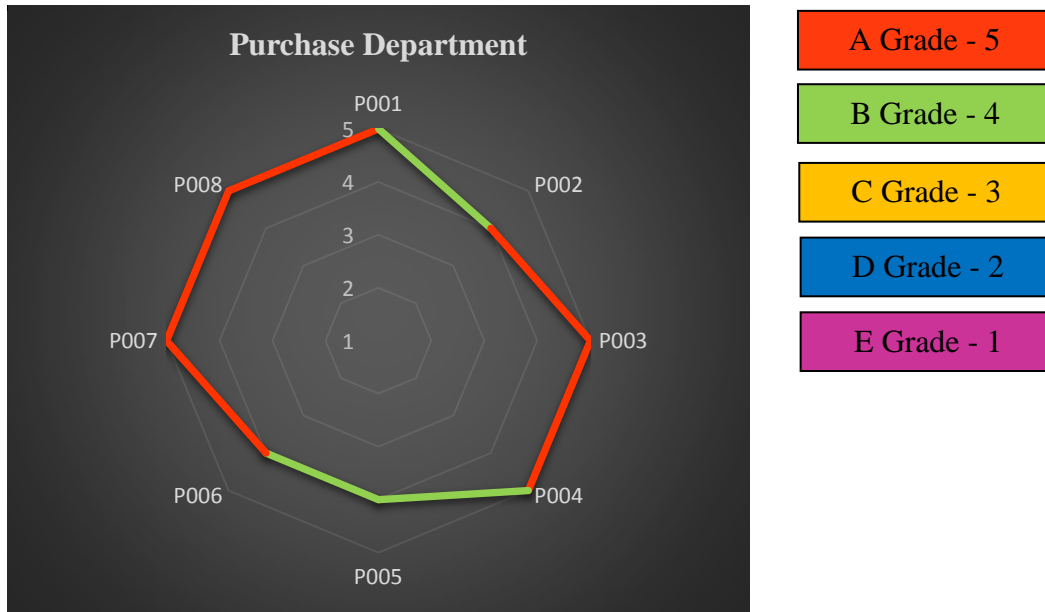
Source: Primary Data

Purchase Department

Table 2. List of Employees and their Overall Grade of Purchase Department:

Sr. No.	Employee Code	Designation of Employee	Graded By	Overall Grade of Employees
1.	P001	Purchase Executive	Sr. Manager Purchase	A
2.	P002	Purchase Executive		B
3.	P003	Executive Purchase		A
4.	P004	Executive Purchase		A
5.	P005	Purchase Officer		B
6.	P006	Purchase Officer		B
7.	P007	Engineer Purchase		A
8.	P008	Supervisor		A

Chart 2. Purchase Department:



Source: Primary Data

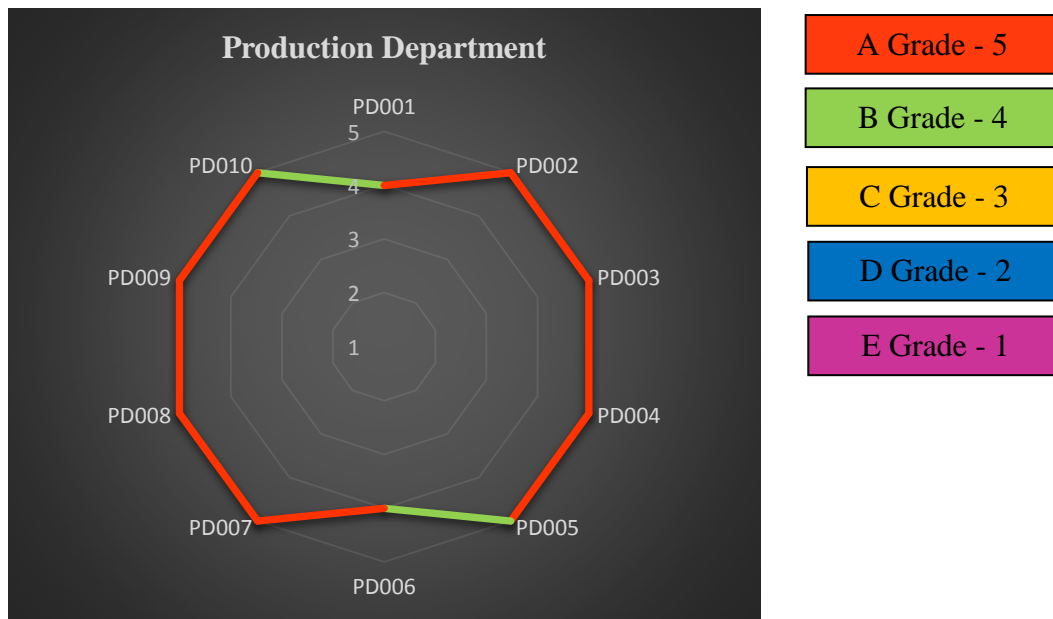
Production Department

Table 3. List of Employees and their Overall Grade of Production Department:

Sr. No.	Employee Code	Designation of Employee	Graded By	Overall Grade of Employees
1.	PD001	Engineer	Dy. G.M.	B
2.	PD002	Manager		A
3.	PD003	Engineer		A
4.	PD004	Officer		A
5.	PD005	Engineer		A
6.	PD006	Engineer		B
7.	PD007	Engineer		A

8.	PD008	Assistant Manager	A
9.	PD009	Sr. Manager	A
10.	PD010	Manager	A

Chart 3. Production Department:



Source: Primary Data

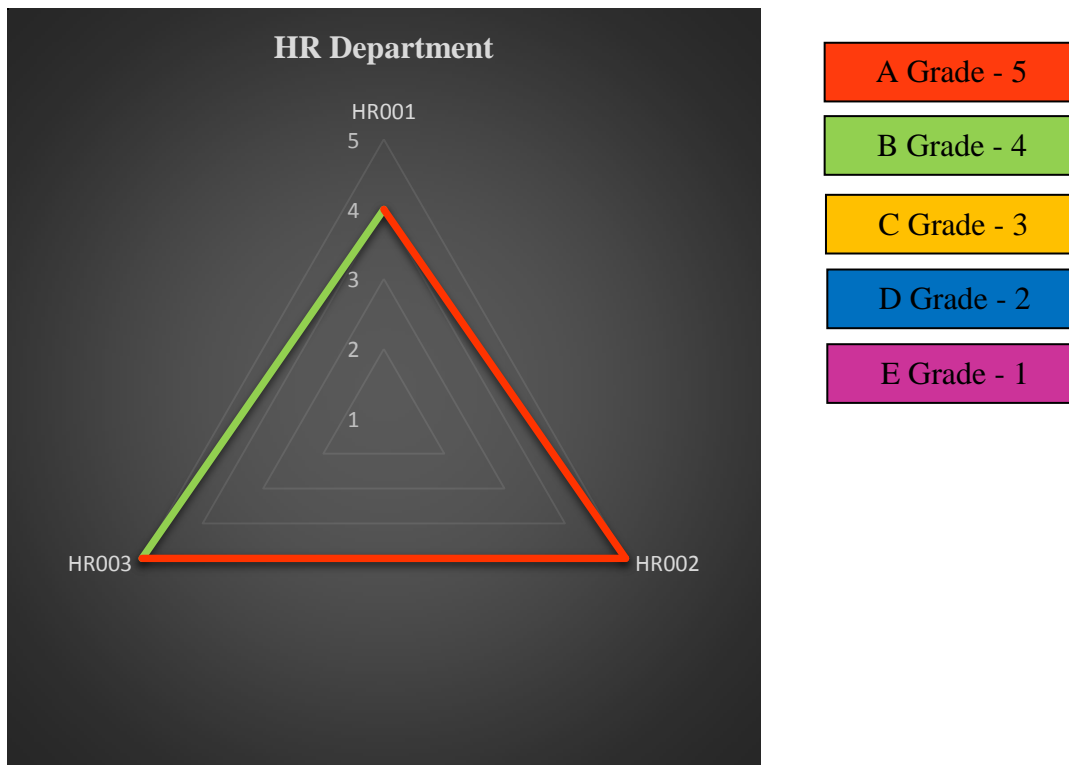
HR Department

Table 4. List of Employees and their Overall Grade of HR Department:

Sr. No.	Employee Code	Designation of Employee	Graded By	Overall Grade of Employees
1.	HR001	Manager	Head HR & Admin.	B
2.	HR002	Employee Facilitator		A

3.	HR003	Contract Management	A
----	-------	---------------------	---

Chart 4.4. HR Department:



Source: Primary Data

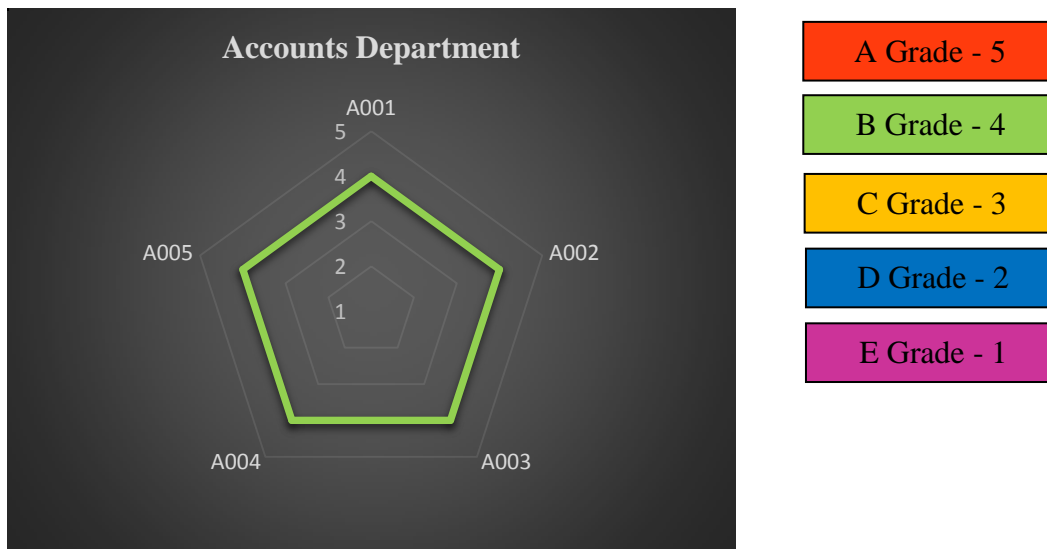
Accounts Department

Table 5. List of Employees and their Overall Grade of Accounts Department:

Sr. No.	Employee Code	Designation of Employee	Graded By	Overall Grade of Employees
1.	A001	Executive	DGM Accounts	B
2.	A002	Executive		B
3.	A003	Executive		B

4.	A004	Manager	B
5.	A005	Executive	B

Chart 5. Accounts Department:



Source: Primary Data

Findings

On the basis of the study, data gathered and analysis done it was found that in the Production Department all the employees are Competent and no Competency Gap was there but in other four department (Design, Purchase, HR and Accounts Department) some employees has competency gap which has to be improved. Overall all the departments are Competent and No Competency Gap is there as all the departments got overall A Grade and B Grade which is acceptable and competent. No department received C Grade overall which means No Competency Gap is there. All the Five department are Competent.

Conclusion

The research has been done on “Competency Mapping” and finding the Competency Gap. Competency Mapping is a process of identifying the key Competencies required for a job and in an organisation. Competency Gap is the difference between the present level of competencies and the required level of competencies. Overall all the departments are competent but individually employees have competency gap which needs to improve and the

organisation needs to bring improvement where there is Competency Gap which will lead to better performance of employees and Organisation.

Suggestions

Training Programs:

Training programs are selected for the main two Competencies which are Technical and Behavioural Competencies where employee has Competency Gap.

- Skill-based Training
- Management Training

Skill-based training is for the hard skill which include technical skills and can be given to employees having competency gap in technical competencies and Management training is for the soft skill which include behavioural skills and can be given to all the employees having competency gap in behavioural competencies.

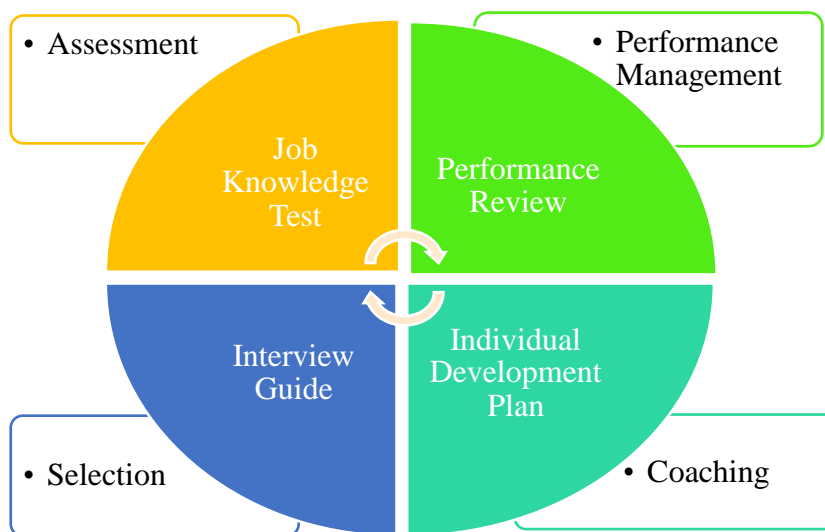
Training Calendar is suggested that will help the organisation undertake the training of employees having Competency Gap which will improve the efficiency of the employees as well as organisation.

Recommendation

The Competency Model has been recommended to the company for improving performance and competencies.

Competency Model:

ASTD Competency Model



Source: www.orgwide.com

Copyright © 2017, Scholarly Research Journal for Interdisciplinary Studies

8. References

- Ahuja, D. (2016). *Competency Mapping - A Search For Excellence*.
al.'s, U. e. (2013).
- C R Kothari, G. G. (2014). *Research Methodology - Methods and Technology*. In G. G. C R Kothari, *Research Methodology - Methods and Technology*. New Age International (P) Limited Publishers.
- Fletcher, S. (2005). *Designing Competence*. In S. Fletcher, *Designing Competence*.
Human Resource Management Practices. (n.d.). Retrieved from <http://hrmpractice.com/competency-mapping/>
- IBEF. (n.d.). Retrieved from India Brand Equity Foundation: <https://www.ibef.org/industry/power-sector-india.aspx>
- Karen Lo, K. M. (2015). *The HR Competency requirements for Strategic and Functional HR practitioners*. 2.
- Nick Boulter, M. D. (2004). *People and Competencies*. In M. D. Nick Boulter, *People and Competencies*.
- Seth, D. S. (2019). *Competency Based Leadership*.
- Solomom. (2013). *International Journal of Emerging Research in Management & Technology*.
Strategic HR inc. (n.d.). Retrieved from https://strategichrinc.com/competency_mapping/
- Sudeep, S. (2016). *Competency Mapping and its Importance in Business*.
The Handbook of Competency Mapping-Understanding Designing and Implementing Competency Models in Organisations. (2007). In Sanghi, *The Handbook of Competency Mapping*.
- William J. Rothwell, R. W. (2004). *Mapping your Future: Putting new Competencies to work for You*.