

“Formulating and Implementing Competency Modelling, Profiling and Mapping” at Private Limited, Ranipet, Vellore

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Abstract

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. This study has developed the competency dictionary and mapped the defined competencies at Private Ltd and found the areas for training and development.

Keywords: Index Terms:-Skill development, Core Competency, Competency Mapping, Multi Skill, competency dictionary.

1. Introduction

Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis. And what other way than to develop the people, for human resource is the most valuable resource any organization has.

Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system. Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance.

Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- Defining the factors for success in jobs (i.e., work) and work roles within the organization
- Assessing the current performance and future development needs of persons holding jobs and roles
- Mapping succession possibilities for employees within the organization
- Assigning compensation grades and levels to particular jobs and roles
- Selecting applicants for open positions, using competency-based interviewing techniques.

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization (more historically called “KSA’s”) which are demonstrated by superior performers in those jobs or work role.

2. Intent of the Study

2.1 Primary Objectives

- ❖ To understand the utility and scope of competency mapping in today's business environment and its relevance at Private Ltd, Manufacturing company,Ranipet
- ❖ To introduce and to define the concept of competency mapping at Private Ltd.

2.2 Secondary Objectives

- ❖ To analyze and to develop job descriptions for the various functions (designation wise) and to gain deeper understanding of the requirements at different positions.
- ❖ To establish proficiency levels required for each competency identified for the respective positions.
- ❖ To develop a competency dictionary.
- ❖ To develop a competency model as applicable for the various hierarchical positions at Private Ltd.

2.3 Scope of the Study

- ❖ To bring changes from current level of performance and bring some advancements in the future.
- ❖ The study highlights the various characteristics of the department and employee's scoring for them which are highly helpful for the management.
- ❖ To know the training needs of employees and to take steps to deal with them effectively.

2.4 Needs of the Study

- ❖ To understand and develop the competency of the employees, this tool competency mapping is used.
- ❖ To identify roles and list of competencies required to perform each role effectively.
- ❖ To provide information this helps to give better performance in future.
- ❖ To provide the feedback information about the competency level of the organization.

2.5 Limitations for the Study

- Since the study period restricts to 4 months, couldn't able to map the competencies for all the departments except the HR department.
- The personal bias of the Head of the Department may distort the accuracy of the study.

3. Review of Literature

"Right Person for the Right Job." This proverb is a dream for every manager of the company. The head of the company always desires to have a Mr. Right for a particular job, so that he does his task in an efficient way. But is this possible? The answer is 'Yes'. In today's competitive global business environment, complex and sensitive business processes and fast moving technology systems can compromise overall quality integrity. The solution to the problem is Competency Mapping. The rising interest in competency mapping is direct fallout of the dynamic changes that the corporate world is witnessing today. Competency involves assessment of the extent to which various skills and knowledge required to perform a role are possessed by the role occupant and his/her role. Competency mapping is about identifying ideal behaviors and personal skills which distinguish exemplary and stupendous performance from the average.

4. Role of Competency Approach

- ❖ **Michael Crozier** shocked the management community by defining the organization as imperfect social compromises .Far from being scientific constructs he depicted a complex organization as a reflection of its actual degree of competency.
- ❖ Despite a growing interest of competency among mangers and human resource professionals in recent years, the modern competency movement in industrial-organizational psychology actually dates from the mid1950's

and early 1970's.

- ❖ In that regard, **John Flanagan's work (1954) and Dave McClelland's studies (1970)** might be cited as two landmark efforts that originally invented the concept of competency. Concept maps were invented by Joseph Novak in the 1960s for use as a teaching tool. Later in 1986 **William Trochim** developed the concept map into a strategic planning tool for use in the design of organizational components. Trochim's technique differs significantly from Novak's original school of thought. While Novak's maps are generated for an individual, Trochim's are generated by a group.

5. Touch Points of Competency Mapping

McClelland argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance. Instead, McClelland proposed testing for competency. This article combined with the work done by Douglas Brey and his associates at AT&T in the US where in they presented evidence that competencies can be assessed through assessment centers and on the job success can be predicted to some extent by the same has laid foundation for popularization of the competency movement.

Competency-based approaches gained popularity and acceptance within the human resources community through the work of McClelland and his associates, particularly Richard Boyatzis, at McBer and Company (which is now part of the Hay Group). Boyatzis is credited with popularizing the term in his book "The Competent Manager". Boyatzis suggested that a competency was a combination of a motive, trait, skill, aspect of one's self-image or social role, or a body of relevant knowledge. In other words, a competency is any characteristic of an individual that might be related to successful Performance. Boyatzis' definition of competency left much room for debate over its application to performance.

Latter McBer, a consulting firm founded by David McClelland and his associate Berlew, specialized in mapping the competencies of entrepreneurs and managers across the world. They even developed a new and yet simple methodology called the Behavior Event Interviewing (BEI) to map the competencies.

Klein offered one more definition which deviate the most from the others by suggesting that competencies are a collection of observable behaviours, or Behavioral indicators. These Behavioral indicators are grouped according to a central theme, which then becomes the competency. Klein suggests that the behaviours underlie the competency; this is contrary to other definitions which suggest that competencies underlie behaviours. Woodruff raised the issue of distinguishing between competence and competency and proposed that competence is a performance criterion while competencies are the behaviours driving the competence.

More recently, Rowe raised the same issue and discusses competence in terms of a skill and a standard of performance and defines competency as the behaviour needed to achieve competence. This is similar to Klein's argument that competencies are not psychological constructs but thematic groups of demonstrated observable behaviours that discriminate between superior and average performance. These behaviours require no inference, assumptions, or interpretation. Zemke's comments at that time on the definition of competency remain valid today: Competency, competencies, competency models, and competency-based training are Humpty Dumpty words meaning only what the definer want them to mean. The problem comes not from malice, stupidity or marketing avarice, but instead from some basic procedural and philosophical differences among those racing to define and develop the concept and to set the model for the way the rest of us will use competencies in our day-today efforts."

With increased focus on the limitations in performance appraisal systems in predicting future performance potential of employees, the assessment centers started to gain popularity. Even as early as 1975, the setting up an Assessment center was in integral part of the HRD plan for L&T 23 as per the suggestions given by IIMA professors. Though, L&T did competency mapping, they could not start assessment centres until much later as it was not perceived as a priority area.

And finally, according to Thomas Gilbert's definition of competence is the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organizational goals. This work then is to help Ma Foi Consulting Solutions Ltd. figure out the competencies required to most efficiently and effectively achieve their organizational goals. I call this a Roadmap to Success. To conclude, "Organizations are primarily interested in behavior or activities that have value - that are worthy. The only way to tell if activities are worthy is to look at the outputs that result from them"

6. Interesting Views on Competency Mapping

According to T. V. Rao, Chairman, TVRLS & Formerly Professor at IIMA and Founder National HRD Network; A lot is

going on in recent times on the issue of competency mapping. A lot of resources spent and consultants invited to do competency mapping. Increased manpower costs, need for ensuring that competent people man critical positions, and the need to be competitive and recognition of the strategic advantages of having good human resources have compelled firms to be more competency driven.

In good organizations competency mapping existed already. Traditionally HR Directors and their top management have always paid attention to competencies and incorporated them mostly in their appraisal systems. For example when L&T, LIC or NDDB, NOCIL, HLL, Bharat Petroleum etc. revised their Performance appraisal systems they focused on the assessment of competencies. Role analysis was done and role directories prepared by the Indian Oil Corporation in mid eighties.

Competency mapping is important and is an essential exercise. Every well managed firm should: have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification.

Competency-based HR is considered the best HR. In India however competency development and mapping still remains an unexplored process in most Manufacturing organizations despite the growing level of awareness. The underlying principle of competency mapping is not just about finding the right people for the right job. The issue is much more complex than it appears, and most HR departments have been struggling to formulate the right framework for their organization.

Unless managements and HR heads have holistic expectations from their HR departments, the competency movement is unlikely to succeed as it requires lot of time, dedication and money. Before an organization embarks on this journey it has to be very clear about the business goals, capability-building imperatives and core competencies of the organization. The competency mapping process needs to be strongly integrated with these aspects. Two widely used approaches to competency model building -- the single-job approach and the "one-size-fits-all" approach -- have limitations when competency models are needed for multiple jobs. This describes the requirements of a multiple-job approach to competency model building: a set of common building block competencies, provision for customization of competencies for individual job models, defined levels of performance for each competency, and a quick, low-cost approach to model building. Experts agree that the competency mapping process does not fit the one-size-fits all formula. This concludes with a discussion of the competencies needed to implement the multiple-job approach and of trends in the workplace that are making this approach more attractive.

7. Research Methodology

It provides the explanation of how each component of the research methodology must be developed and presented. It ensures to understand how all of the components combined form a logical, interconnected sequence and contribute to the overall methodological integrity of the study. Presentation of a completed methodology chapter based on the content and process as described previously. The research methodology which presents the research design and the specific procedures used in conducting the study. A research design includes various interrelated elements that reflect its sequential nature.

Research Design:-The research design applied to this study is Exploratory as well as descriptive.

Universe:-Universe belongs to G1, G2, G3, G4, G5, G6, G7, G8 & G9 grade employees belonging to Private Ltd.

Sampling design:-Judgment sampling – Here choice of the sample is made on the basis of the personal judgment by the Head of the Departments of the respective functional departments in the Private Ltd.

Research tool: Competency Assessment sheet which assess the defined competencies with the proficiency levels at the set out 5 point rating scale as described below:

5 Point Rating Scale for Competency Assessment

Measurement scale	Rating	Application Levels of Competency
5	Mastery	Expert
4	Proficient	
3	Competent	Intermediate
2	Intermediate	Basic
1	Basic	

8. Application Levels of Competency

Expert:-Demonstrates high level of understanding of the particular competency to perform fully and independently related tasks. Frequently demonstrates application that indicates profound level of expertise. Can perform adviser or trainer roles. Work activities are carried out consistently with high quality standards.

Intermediate:-Demonstrates a sound level of understanding of the particular competency to adequately perform related tasks, practically without guidance. Work activities are performed effectively within quality standards.

BASIC:-Demonstrates a sufficient understanding of the particular competency to be used in the work place, but requires guidance Tasks or work activities are generally carried out under direction

Data collection:-For any study there must be data for analysis purpose. Often data collection or survey fielding, this is the point at which the survey instrument is used in gathering information among the chosen sample segments. The task of data collection begins after a research problem has been defined and research design / plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary and secondary.

Sources of data collection:

Primary data and secondary data

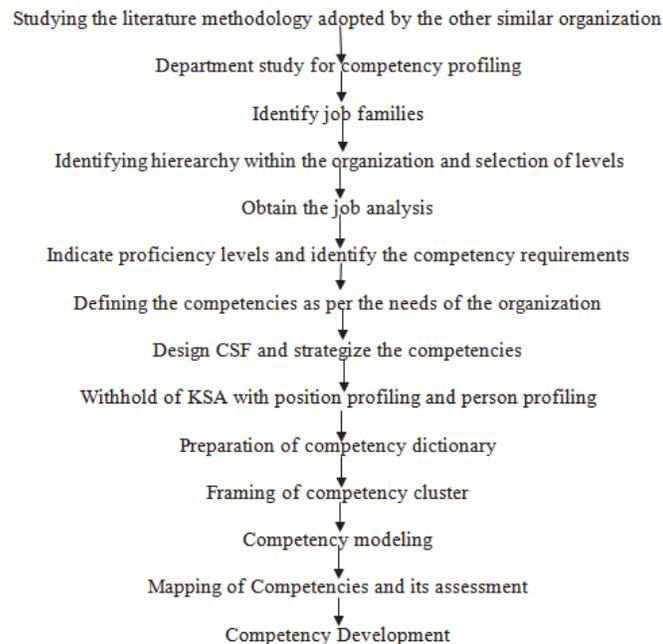
The primary source used in this research is Competency mapping Assessment sheet.

A Secondary source is a publication, reporting the data which have been gathered by other authorities and for which others are responsible."

The secondary sources applied in this research are:

- Job analysis
- Company's data base
- Organization structure
- Employee's skill matrix records
- Employee's Performance Management System

DATA COLLECTION PROCEDURE



8.1 Competency Cluster

Competencies can be logically grouped into clusters. The 3 clusters created for the competency maps and the dictionary are

- Technical / Functional or job related competencies: these competencies relate to the possession of job related

technical or functional knowledge required to perform effectively

- Managerial competencies: these refer to competencies necessary for staff with supervisory or managerial responsibility
- Self and Relational competencies: these refer to competencies required for managing oneself and one's relationships with people

It is important to note that classification described above is by no means rigid or watertight. Many competencies could be classified under any cluster, managerial or self and relational. E.g. Team building. While it is a competency required in a managerial role and hence has to be classified under the "managerial" cluster, it is also a competency about working with people and developing them, hence it could also be classified under "Self and Relational" competencies. Hence it is emphasized that the classification is not very critical; what is important is to understand the concept behind each competency.

8.2 Competency Dictionary

The dictionary provides the list of competencies most commonly required at Private Ltd. The competencies have been logically grouped into broad clusters. This dictionary is to be used in conjunction with the competency maps that have been developed for the various positions at Private Ltd. The maps list out the competencies required for the position. For each competency listed in the map, refer to the particular page in the dictionary wherein the competency appears. The definition and the behavioral indicators are common to all positions and maps. Depending on the competency level specified in the map, refer to the definition of the competency required for that specific level.

Private Ltd can use the competency maps and dictionary to:

- Identify key competencies critical to organizational success
- Inventory current resources of such competencies
- Aid the recruitment and performance appraisal processes
- Target development of key or potentially key staff on the specific areas most in need of development (rather than the often used generic approach to management development)

Where the person's performance is at a lower level than is specified in the competency model, this could indicate a training need. Where they are performing at a higher level than the position requires, this could indicate a person with high potential, or someone who is over-achieving in their current role and needs to move to a more challenging position.

9. Elements of Each Competency Cluster

- I. People Focus
 1. Customer focus
 2. Interpersonal effectiveness
 3. People development and building effective teams.
- II. Business Focus
 4. Business Acumen
 5. Drive for results
 6. Planning and organizing
- III. Personal Focus
 7. Taking Ownership
 8. Withstanding pressure
- IV. Change Focus
 9. Innovation Management
 10. Dealing with ambiguity
- V. Analytical Focus
 10. Problem solving
 11. Strategic ability
- VI. Quality Focus
 12. Integrity and Trust

13. Statistical Tool Used for Analysis

The statistical tool used for competency assessment is the Radar chart. A radar chart graphically shows the gap analysis of the Actual competency with required competency by defining the scoring range (1-5) for the developed competency with the proficiency levels. This chart shows the competency gaps that have been identified. Competency gap is the difference that exists between the observed and the ideal competencies. It shows the area where training is required.

14. Findings

The important findings of this study are:

- 1) Identification of competency levels of employees.
- 2) Discovery of competency gaps.
- 3) Identification of training needs.
- 4) A step towards succession planning by identifying their KPA's and rating their performance.

People who Require Training in Functional Skills

Levels	Competency Type	Competency Name
Senior Manager - HR	Technical/Functional	<ul style="list-style-type: none"> ➤ Talent Acquisition ➤ Employee Engagement ➤ Statutory Compliance ➤ Industrial Relations ➤ Employee Communication ➤ Internal Customer Support ➤ Facility Management
Assistant Manager - HR	Technical/Functional	<ul style="list-style-type: none"> ➤ General Administration ➤ House Keeping ➤ Contract Management ➤ Employee Communication ➤ Employee Engagement
Manager-HR	Technical/Functional	<ul style="list-style-type: none"> ➤ Talent Development ➤ Talent Acquisition ➤ Employee Engagement ➤ Statutory Compliance ➤ Total Employee Involvement ➤ Health & Safety ➤ SAP-HR

People who Require Training in Managerial Skills

Levels	Competency Type	Competency Name
Senior Manager- HR	Technical/Functional	<ul style="list-style-type: none"> ➤ Strategic Ability ➤ Problem solving ➤ Dealing with ambiguity ➤ Drive for results ➤ Customer focus ➤ Planning & Organizing
Assistant Manager-HR	Technical/Functional	<ul style="list-style-type: none"> ➤ Strategic Ability ➤ Problem solving ➤ Dealing with ambiguity ➤ Taking Ownership ➤ Drive for results ➤ Customer focus ➤ Planning & Organizing
Manager- HR	Technical/Functional	<ul style="list-style-type: none"> ➤ Planning and Organizing ➤ Problem Solving ➤ Customer focus ➤ Taking ownership ➤ Dealing with ambiguity ➤ Strategic ability ➤ Drive for results

People who Require Training in Behavioral Competencies

Levels	Competency Type	Competency Name
Senior Manager-HR	Behavioral	<ul style="list-style-type: none"> ➤ Innovation Management ➤ Withstanding Pressure ➤ Integrity & Trust ➤ Interpersonal Effectiveness
Assistant Manager-HR	Be Behavioral	<ul style="list-style-type: none"> ➤ Innovation Management ➤ Withstanding Pressure ➤ Integrity & Trust ➤ Interpersonal Effectiveness
Manager-HR	Behavioral	<ul style="list-style-type: none"> ➤ Innovation Management ➤ Withstanding Pressure ➤ Interpersonal Effectiveness

Based on the gap analysis of the competencies, the Training Need Analysis is framed by targeting each employee's specific competency needs to fill their gap. After that, employees should implement their training in their work performance and again their performance records and their potential will be assessed and reviewed. Based on this, Competency Development Programme is conducted. In this study, HR Gap Analysis is done for assessing the HR competencies and it helps in providing direction and clarity to the key focus areas in HR that are critical in supporting the achievement of organizational goals. This study analyzes the existing HR framework (including areas such as policies/practices/systems) of Private Ltd to identify deficiencies.

15. Suggestions

Recommended Direction for Future updations In Competency Mapping at Private Ltd.

- Attempt to overcome the limitations based on a Job-Organization-Environment in the context of time approach to mapping future ready competencies. This method is called JOE (T) method. The method seeks to
 - ✓ To take a comprehensive view the role of job characteristics, organizational finger prints and impact of environment on the organization.
 - ✓ Consider elements of future roles of the organization.
- Objectively assigning priorities (or weights) to various impacting behaviors of a competency based organization finger print.
- Balancing weights to be given to current and future focused competencies in different environmental contexts.

Since the work competencies of Employees are mapped by the respective Head of the Department's, there is the chances of biasness in the assessment. To overcome this and to project the reliability of the competency modeling, the organization has to fix the KRA's for each department and through this they can implement 360 degree assessment system at Private Ltd.

16. Conclusion

Hence, from the research study conducted in this organization, it can be concluded that the concept of competency mapping is need to be regularly carried out here which will help organization to build their knowledge pool. Competency mapping can be as explosive in terms of re-energizing employees and build a dynamic organization. Competency model are not end in themselves. Competency based HRM have the capacity to actually drive organizational change rather simply enabling change to take place.

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