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COMPETENCY MAPPING: CUTTING EDGE IN BUSINESS DEVELOPMENT**DR. T. SREE LATHA****PROFESSOR****DEPARTMENT OF BUSINESS ADMINISTRATION****ST. ANN'S COLLEGE OF ENGINEERING & TECHNOLOGY****CHIRALA****SAVANAM CHANDRA SEKHAR****ASSOCIATE PROFESSOR****DEPARTMENT OF BUSINESS ADMINISTRATION****ST. ANN'S COLLEGE OF ENGINEERING & TECHNOLOGY****CHIRALA****ABSTRACT**

In the prevailing highly competitive environment, human resource management is emerging as the most important cutting edge. Successful organizations are fast realizing this fact, and are moving from the traditional lip-service people-management to effective and meaningful human resources management systems and practices. Organizations facing the onslaught of ruthless competition are gradually accepting the need for a paradigm shift in their managerial orientation. Behavioral science experts and management practitioners have been searching for the most appropriate model of management that will help lift organizations to higher levels of performance especially in the fast changing environment of today. Both empirical research and organizational experience invariably indicate that human resources constitute one of the most critical elements which have a direct impact on the effectiveness of organizations. Competency mapping is new technique to sustain competitive edge in human resource management. This paper accentuates the prominence of competency mapping in the wake of HRM and divulges competency based pay.

KEYWORDS

Competency mapping, creativity, knowledge, skills, training program.

INTRODUCTION

Employee hard skills like skill, knowledge and abilities are not sufficient to achieve the desired performance. What additionally needed are employee's soft skills like attitude, mind-set, values, belief and commitment. Thus, complete human resource is essential to achieve desired performance as well as to have competency of employee. Thus, competency is the sum of knowledge, skills, attitude and personality of an individual as required performing current and future organizational roles.

COMPETENCY MAPPING: CUTTING EDGE IN BUSINESS DEVELOPMENT

Competency mapping is the process of identification, evaluation of employees' competencies and organizational requirements and establishing perfect collaboration among them. Competency mapping also includes development and sustainability of competencies based on the changing organizational requirements.

Competency mapping was first used in the UK for managing the development of occupational standards of performance. It is in use since 1960s. It has been in use in education in the USA where specifications of competencies were to be learned including the modularization of instruction, personalization and field experience. Competencies are also identified as characteristics of individual.

OBJECTIVES OF COMPETENCY MAPPING

- To align competencies with the strategies of the business
- To select employees based on job and culture fit
- To plan for career and succession
- To train and develop employees
- For individual and organizational growth

IDENTIFICATION OF COMPETENCY

The gap between current competency level and desired competency level can be identified at three stages:

- Immediate assessment
- Continuous/periodic assessment
- Industry and technical assessment

COMPETENCY DEVELOPMENT

Many organizations are realizing the need of having people who can innovate think ahead and provide new directions. Organizations which have stagnated for long, need to identify certain individuals who are creative and show potential for innovation and send them to special training programs designed to realize the new competencies. Programs on creativity, innovativeness, and the like are now offered by many agencies.

ASSESSMENT METHODS OF COMPETENCY MAPPING

Competencies are assessed through their demonstration in behavior. Competencies are also assessed on the basis of direct statement approach or the key element approach.

COMPETENCY MODELING

Competency Modeling is a process that has been increasingly popular and, as typically conducted, represents a broader, more generic approach to measuring job characteristics. Timothy Athey and Michael Orth have defined competence as "a set of observable performance dimensions, including individual knowledge, skills, attitudes, and behaviors, as well as collective team, process and organizational capabilities, that are linked to high performance, and provide the

organization with sustainable competitive advantage. Two aspects of this definition are important. First, competencies represent a broad range of characteristics. For example, Patricia McLagan identified a number of major kinds of competencies. These include the following:

- **Task competencies:** Abilities needed to do the tasks and activities on a job, such as sweeping a floor
- **Results competencies:** Abilities needed to achieve some specific result on a job, such as achieving a 15 percent profit
- **Output competencies:** Abilities needed to produce some specified output, such as designing a product
- **Knowledge, skill and attitude competencies:** Subject matter knowledge, process abilities, attitudes, values, orientations or commitments needed to be effective
- **Superior performer differentiators:** Abilities rooted in a person's intelligence and personality that are possessed by superior performers but not by other employees
- **Attribute bundles:** A collection of knowledge, skills, attitudes, tasks, outputs, and results needed for effective performance, such as a "problem-solving attribute bundle" made up of some knowledge, such as technical know-how and problem-solving techniques; some skills, such as analytical skills and lateral thinking; and some attitudes, values, orientations, and /or commitments, such as achievement orientation and Integrity.

ADVANTAGES OF COMPETENCY MAPPING

- Enhancement of business needs
- Aligning behavior with business strategies
- Integration of HR systems with competencies
- Measurement of human capital
- Help to properly utilize and manage HR
- Help to appreciate human capital
- Enhances organizational competitive advantage
- Talent retention
- Develop situational leadership skills
- Manage at the rate of organizational change

Building core competencies and competitive abilities as relevant to each global location that will enable effective strategy execution and then keep the competence/capability portfolio updated with localized HR initiatives as strategy and external conditions change.

The need to continuously keep abreast of changes in technology and have a workforce with marketable skills has made training and development a key focus area in the IT industry. TCS has been a leader in training in the industry. Several of the major companies like Infosys, Wipro, NUT and Satyam have also set up internal training schools. Moreover, people are encouraged to upgrade their competency through e-learning modules. Organizations such as Hewlett Packard, Intel and IBM are using e-learning to increase the knowledge of their people. Companies like Infosys actually have no option but to invest heavily in training because they operate, to use a cliché, in a knowledge based industry. Customers expect vendors to adapt rapidly to changes and on a regular basis. Infosys annually spends around 5% of revenues (Rs. 98 crores) on education and research. It is mandatory for all Infosys to go through a minimum of ten days of training every year. The training programs are prime attraction for talents, which acts as a competitive edge over rivals in the recruitment market at the entry level. The spectrum includes software development, managerial skills, leadership and domain specific training (banking, insurance), in addition to technical training. The learning and development department of the company trains employees in a variety of soft skills. For example, programs are conducted for employees who travel abroad, to help them acclimatize and sensitize to new cultures in the workplace and outside. First-time-traveler training is a three-day even with six modules: personal trait understanding, culture and project element appreciation, customer interfacing, communication skills, corporate etiquette and social interfacing skills. Another program, CHIPS (Cultural Highlights & International Practices Sensitization) is a program which focuses on cultures of USA, Europe (UK, Sweden, Germany, France) and far-east (Japan).

COMPETENCY MAPPING AND HRM

Mankidy visualizes a set of four major changes which are forcing organizations to change their HR management orientations with particular reference to employee competency building. Changes forcing organizations to move towards competency-based HRM are as follows:

- Changes in the workplace
- The rising power of the individual
- Emerging leaner and flatter organizations
- Multiple workstations

A number of organizations have developed the practice of building up a profile of required competence for each job, particularly at more senior levels. If the same competency profiling is applied to all existing personnel, there will be a basis for matching people to jobs for short-listing candidates.

REQUIREMENTS FOR COMPETENCY BASED HRM

- Design the jobs, roles and organization structure
- Identification of capacities to be learned and grown
- Measuring and managing critical behaviors for managing results
- Attract, select and retain resources
- Identification and develop future leaders
- Design and implement rewards for desired behaviors and performance.

COMPETENCY BASED PAY

Competency based pay is actually a combination of skill-based pay, knowledge-based pay, and credential-based pay. In fact, the term is often applied to skill-based pay designs used with highly educated "knowledge workers."¹⁰ In addition to skills, knowledge, and credentials, competency-based pay includes cognitive or subjective measures not usually considered in evaluating a job. Characteristics like an individual's values, motives, personality traits, self-image, and even social role are included. Because the definition is so inclusive, it is very difficult for compensation specialists and managers to put a dollar value on this model. It is important to note that competencies are independent of the job and can be taken from job to job by the individual.

A report by Towers erring looking at European reward system (1996), identifies that interest in competence related pay is rising. Brown and Armstrong (1997) examined a number of approaches used by firms in the UK including Glaxo, Wellcome, Base, Volkswagen UK, Guinness, ICL, Thomas Cook, Portsmouth Housing Trust, Triplex safety Glass, Abbey Life, and the Royal Bank of Scotland. Brown and Armstrong (1977) conclude that on the basis of their experience, competence, competence related pay is most appropriate when

- Competence is the key to competitive advantage
- Competence frameworks align with core business requirements
- There are effective performance management processes
- It covers knowledge workers for whom conventional performance related schemes are often ineffective
- The organization is flat and emphasis is on continuous and lateral development

- A broadband pay structure is used.

CONCLUSION

Competency is the sum of knowledge, skills, attitude and personality of an individual as required performing current and future organizational roles. Organizations which have stagnated for long, need to identify certain individuals who are creative and show potential for innovation and send them to special training programs designed to realize the new competencies. Organizations have to develop the practice of building up a profile of required competence for each job, particularly at more senior levels. It is quite evident that on the basis of human resources experience and competence, competence related pay is most appropriate in the business environment.

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