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COMPETENCY MAPPING: A DRIVE TO ACHIEVE EFFECTIVE PERFORMANCE

Ms. Pooja C. Parishwad

MCom, M.Phil, NET, SET
Asst. Prof. Vivekanad College,
Kolhapur (Autonomous)
Contact: 8208402195

Email Id: poojacp1311@gmail.com

Prin. Dr. Pratibha Gaikwad

Parkar Varde College, Mumbai
Contact: 9423357656

Email Id: pratibhasg11@gmail.com

ABSTRACT :

Need to have competent employees for survival and long-term sustainability have become a key factor for effective performance of an organization. All types of organizations irrespective of their size, structure and age are increasingly aware about competencies. Some have truly integrated it successfully into several of their processes. A few have fully implemented. A large proportion of the organization are still striving to built a competency model and implement it. Most organizations of all sizes are still struggling with defining, designing and deploying Competency Mapping models, frameworks and processes.

This Paper is based on understanding concept of Competency Mapping and how it is useful for minimizing the gap between the requirement of competency level and the actual job competency level of the employees. It will bring the better chance for productivity improvement, multi skill development, waste elimination, effective performance by achieving higher rate of employees' performance improvement and effective performance.

Key Words : Competency mapping applied knowledge, behavioral application, competency mapping model, etc.

INTRODUCTION:

Rapid changing environment in the demography and social systems thereof have

given chance for various HR practices, enhancing the employee's productivity and growth which is mostly needed by all industries. Implementing the Skills Development Program with the help of the Higher and Technical Education Department is also needed. Accurate job competencies need to be communicated to all the employed.

Lack of skilled and competent workers is a basic challenge. Therefore, it becomes necessary to investigate a difference exists in job competency expectations to the existing level of working in the industry. One of the most commonly used Humane Resource (HR) practice is competency mapping for development of the employees. This paper is based on understanding concept of Competency Mapping and how it is useful for minimizing the gap between the requirement of competency level and the actual job competency level of the employees which will bring the better chance for productivity improvement, waste elimination, multi skill development and higher employees' retention ultimately rate overall job satisfaction of employees.

Every industry, especially production industries, emphasizes on skill and competency. It is becoming somewhat mandatory for any production company aiming at improving their performance to map the skill level of their workers. Every organization wants to hire skilled, talented and knowledgeable employees because they can perform the work in a better way, helps



the organization to achieve its goals and also helps in creating positive work culture. Organization tries to know the level of talent and skill an employee possesses so that work can be allocated accordingly.

Competency mapping is a technique of studying and analyzing the skills possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons. Competency mapping evolves the result which specifies the skill level of the persons and also identifies the gray areas where improvement can be made by training or by other means.

Competency mapping helps the organization to know the area of improvement of the employees. Apart from employees, competency mapping is also performed in the case of organization where efforts are made to know the strength and weaknesses of the organization. Here effort is made to understand the weak point of the organization so that improvement can be done.

OBJECTIVES:

1. To study concept of Competency Mapping.
2. To know the need and significance of Competency Mapping.
3. To understand concept of Competency.
4. To know the steps involved in making Competency Model.

METHODOLOGY :

This study paper is based on secondary reviews. Information is collected through internet, books, research articles, government reports etc.

WHAT IS COMPETENCY MAPPING ?

Competency Mapping is a process of identifying key competencies for a company or an organization for the jobs and functions and incorporating those competencies throughout the various processes of the organization (i.e. job

evaluation, recruitment, training). A Competency is defined 'as a behavior (i.e. communication, leadership) rather than a skill or ability'. Competency mapping is an important and required step. Every well managed organization should have list of competencies required and well-defined roles to perform each role effectively.

It is the process with the help of which organization tries to know work related strength and weakness of employees. To put it differently with the help of competency mapping, organization tries to know how competent the employees are. Also, organization tries to know the skill, decision making capability, leadership quality etc. of the employee.

NEED AND SIGNIFICANCE OF COMPETENCY MAPPING:

Firms in Global context are increasingly aware of the need of competent employees. Companies are facing increased manpower cost; need to ensure maximum available organizational efficiency in the performance of various critical roles. Having huge manpower competency in the business, society, association if it renders competently it will remove many difficulties of the organization. These considerations justify the need for mapping, identifying and assessing the competencies of employees and becoming a strategy for core competency to the organization.

Competency Mapping is commonly and mostly used in the organization to determine the crucial elements and activities. The basic reasons due to which the mapping of the competencies should have to do are as follows:

- Once the competencies are determined, proper training can be provided to the individuals to work more efficiently on the processes.
- Key performance areas can be improved by understanding the fields where there is a gap between the actual and the desired results.



- If the competencies are determined for the given job, then the person can be ready for the same.
- Competency mapping helps the individual in preparing himself for the next set of responsibilities.
- Through the competency mapping, the individual can alter the style of work where the gap exists.
- Overcoming the differences in the desired level and the actual status of performance results as the individual can feel the increase in the self-confidence and the motivation level.
- Competency based approach can lead the individual to derive much efficient results (with more accuracy) obviously it is if compared to the work in a non-competency derived situation.
- Competency mapping helps the individual to determine the areas where the development is required and thus leads the individual to develop a self-development plan.
- Competency mapping plays a crucial role in career planning of the individual in the organization.

COMPETENCIES:

The term 'Competency' simplifies as follows-

- ❖ **Competency:** A person related concept that refers to the dimensions of behavior lying behind component performer.
- ❖ **Competence:** A work related concept that refers to areas of work where the person is competent.
- ❖ **Competencies:** It can refer as the combination of the behavior and function. i.e. a person's dimensions of behavior in the area of work where person is competent performer.

Components of Competency :

- **SKILLS:** can defined as the capabilities acquired through practice.
- **KNOWEDGE:** to understand which acquired through learning.
- **PERSONAL ATTRIBUTES:** inherent characteristics of person which are brought to the job.
- **BEHAVIOUR:** the observable demonstration of some competency, skill, knowledge and personal attributes resulted to excellent performance.

However, the concept competencies differ from general meaning of skills and knowledge :

- Competencies actually include behaviors that demonstrate excellent performance.
- Therefore, they include "Applied Knowledge" rather than simply knowledge and the behavioral application of knowledge that produces success.
- Other side, competencies do include skills but only the manifestation of skills that produce success.
- Finally, it can not only work motives but do include observable behaviors related to motives.
- It also deals with self-management i.e. self-confidence, stress management, personal credibility, flexibility etc.

Why Competency Mapping is required?

- *Hiring becomes easy*- Hiring becomes easy due to competency mapping as organization decides beforehand the type of employees required for the job.
- *Performance criteria*-It helps in knowing the performance criteria of the employee.
- *Work related behavior*- It helps in knowing and deciding the work-related behavior of the employees in the organization.
- *Evaluation of performance*- Competency mapping helps in evaluating the



performance of the employees in order to know the work-related strength and weakness so that training can be provided to improve the performance of the employees.

- **Allocation of resources :** Competency mapping facilitates the allocation of resources to the work and job.
- **Setting goal of the organization :** In this first step organization tries to figure out what goals it wants to achieve with the help of its employees. This helps the organization to get a clear idea about its goals and also organization tries to remove confusion if arises.
- **Analyzing the competency :** In this step organization tries to analyze the competency of its employees and tries to figure out the strength and weakness of the employees. Organization tries to figure out the ways or methods to improve the performance of the employees. Organization can adopt different methods to evaluate the performance of the employees or employees can also evaluates themselves and inform the organization about their performance.
- **Defining the competency :** After getting clarity about the goals, organization tries to figure out the skills, knowledge that should be possessed by the employees in order to perform the job or work. While hiring the employees, organization tries to search for the required skills, knowledge and experience within the employees.
- **Fixing the target :** In this step organization tries to fix the target and observe the efforts of the employees that they put towards achieving those targets. Organization observes the level of skill and abilities incurred by the employees towards achieving the target.

- **Allocating resources :** In this step organization tries to allocate the required resources for the work and provide training to the employees in order to use the resources properly so that the wastage of the resources can be reduced.
- **Evaluation :** After performing competency mapping, its result is shared with employees of the organization. This helps the employees of the organization to know about self-performance which will help ultimately in improving the performance of the employees in the organization.

WHAT IS A COMPETENCY MODEL?

A competency model is a set of competencies which are the success factors that include the key behaviors required for excellent performance in a particular role. Excellent performers on-the-job can demonstrate these behaviors in consistent way than average or poor performers. Competency modelling is a process of determining what competencies are necessary for successfully performing a job or a role.

Competency models are normally linked to organization's strategic purposes for achieving results. Valid competency models help to strengthen HR systems, improve overall performance and increase business impacts over time.

Steps may take to develop model of Competency Mapping :

In competency mapping the work or job is divided into different tasks or activity and then organization tries to find, identify necessary technical, managerial, behavioral skills in order to perform the work or job. Competency mapping also covers the emotional aspect of the employees.

Steps may be as follows :

- i. Skill identification from the job description.



- ii. Club all the skills across organization
- iii. Frame skill categories
- iv. Allocate skills into categories
- v. Draw up a skill dictionary
- vi. Understand the levels of skills
- vii. Mapping is comparison between required skills and actual skills
- viii. Identify the gap which can translate it in desired skills
- ix. Measure the effectiveness
- x. Map the resource again
- xi. Link the evaluation with performance appraisal schemes

In this way by mapping the competencies, following functions can be performed effectively and efficiently. In consequence, competency can be used for following application:

- Candidate appraisal for recruitment purpose
- Potentials appraisal for performance management which includes promotion and functional shifts
- Employee Training need identifications
- Employee performance diagnostics
- Employee self-development initiatives
- Retention strategy

CONCLUSION :

Competency is the ability to do something successfully or efficiently. Therefore, competency mapping is simply a process of matching the competence with the job role and/or organization. Also matching people to the job role which is used in selection i.e. recruitment. In the organization, the role of the HR professionals to allocate right job to the right person based on his skills is a crucial task. However, matching jobs and people which enhance the performance can be achieved through competency mapping.

Competency mapping is the process of identifying the specific skills, knowledge, abilities and behaviors required to operate effectively in a specific job or organization. It is

also an effective technique of performance improvement or can say as drive to achieve effective performance. It provides directional guidance in behavioral terms as what people at every level in the organization need to do in delivering expected results. In addition, when competency of every employee is properly defined, their measurability can be used to differentiate effective performance from those of average and substandard.

However, under HR practices the competency can be classified into more categories depending on the overall objective of developing a competency framework through the process of competency mapping. It is also very important that competency is defined well. This helps in providing a clear picture of what exactly is the detail about the set of skills and abilities required to do the job:

This assessment i.e. competency mapping can also be used to benchmark management effectiveness between different organizations. However, competencies which are required for business survival and success can be learned and improved. Good competency models provide comprehensive combination of many HR practices which ultimately conclude as competency mapping is a drive to achieve effective performance of the employees.

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