Competency Mapping: A Strategic Hr Tool towards Effective Skill Mapping In Global Market

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ABSTRACT: *Today most business are characterized by operations of business,transition, paradigm shifts, competition pressure, wealth creation, creation of value, customerfocus,value& culture based products & context approach, management in diversity, culture &value driven & what not. The organizationalsuccessearlier depends on physical & financial asset, in today the success is dependent on the intangible ability & capability that lies in the capital and manifest in the form of competency. The buzz-word in the Indian IT industry circle is competency of employee that acts as catalyst to be competitive and attain sustainable competitive advantage of the firm in the face of variousdifficulties that day in-out squeezes and shatters its existence on the less competency is developed& retained. The crux of the organizationin its survival in knowledge era depends upon competency of employees, that lies underground same as seed unless somebody explores it, nourishes & nurturethem for achieving competitive advantage for the company of India. Employee's competences are always an intangible resources & it is the only resource that can take an organization forward & not its physical & financial asset.*
Global organizations after the lapse of considerable time span have realized that it is the competencies of employees, which can guarantee all the miss-match & odds in the business world. In the difficult oceanic current the vessel may be sunk or capsized, if the captain & the crew were to be competent they will foresee thefutureand reducethe risksthrough strategic planning& execution & navigate the vessel to the sea shore, thus the competencies of the captain of the ship & his crew is therefore the trump card for the safe landing of the ship. Similarly the organizations in the complex & ever changing environment are subject to constant change & it is the employee competency, whichcreates andsustainscompetitiveadvantage for the firms. Thus the paper aims to highlight the importance of effective competency mapping for strategic HR implementation.

Key words: *Competency, employee, training, industry*

I. INTRODUCTION

Competency Mapping is a process to identify key competencies for an organization or a job and incorporating those competencies throughout the various processes i.e. job evaluation, training, and recruitment of the organization. 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. 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. Role of HRM becomes more important. Moreover it is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity. Every well managed organization should have well-defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop.

Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector. They try desperately to improve the efficiency of their system. All the methods and approaches for improving the performance and efficiency of their operations points to a basis key factor – "Skill and Competency. Skills and competency, therefore, becomes a focal point of companies, which aims at improving their performance. Every industry, especially production industries, emphasizes on skill and competency. It becomes mandatory for any production company, aiming at improving their performance, to map the skill level of their workers.
Skills 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.

Skill mapping, thus, is fast becoming important, buzzword for any industry aiming at revamping themselves to the present competitive situation. It is becoming popular day by day and many companies are showing keen interest in using this technique to improve their efficiency.

Companies are vastly shifting their approach of having multi-skilled employees with knowledge of only one skill. Companies are interested in knowing the present skill level of their employees so that training can be given to improve their performance. This is where skill Mapping comes in to focus, which apart from mapping the skills also helps in identifying the strategies for multi skilling program for the company. With increased importance to operational efficiency, cost-reduction, higher productivity norms and managing with fewer employees than before by corporate, brings competency as the most important yardstick for all Human Resource related decisions like selection, assimilation, development, growth charting and promotion, etc.

The competence approach focuses on linking business strategies to individual performance efforts. It also encourages employees to develop competencies, which can be used in diverse work situations rather than being boxed into the job. Development of employees focuses on enhancing their competencies rather than pre- paring them for moving to jobs. In this way they can develop capabilities useful throughout the organization as it changes and evolves.

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. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization.

Competency mapping is the process of identification of the competencies required to perform successfully a given job/role/a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, attitudes, skills, etc.) needed to perform the same successfully. Competency mapping is used as the basis for any competency assessment that can be done at a later stage. (Competency assessment is the assessment of the extent to which a given individual or a set of individuals possess these competencies required by a given role or set of roles or levels of roles.). The output of a comprehensive competency mapping of key positions is a role directory with required competencies. Organization performance depends on the quality of the employees. Competency mapping helps the employer as well as the employees to face the competition and to design their career planning. Competency means a standard set of requirement for an individual to perform specific job efficiently.

Competency is a mix of knowledge and skills to perform a particular job effectively and efficiently. This indicated that competencies were associated with knowledge and skills for implementing certain assignments or projects effectively. Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. On doing this mapping Managers and employees are benefited in various ways such as in improving the accuracy of selection process, Easier communication of performance expectations and identifying the behavioral standards of performance excellence and enhancesthe clarity on career related issues. There are various steps involved in the process of competency mapping in the initial step job analysis is conducted, using the result to frame competency based job description. Based on this mapping is done for all the human resource and at the final stage it is found that an individual will know where they stand and the gap between the individual level and organization level of expectations and thus a training program is determined.

II. REVIEW OF LITERATURE

Chouhan, Vikram Singh, (2014), Competency Mapping for Professionals in IT Industry, As the HR profession has increasingly earned its seat at the strategic table and become a business partner, the need to develop the foundational competency has become more pronounced. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively for all HR jobs. IT Industry, being a knowledge-based industry, a high intellectual capital lends competitive advantage to a firm. With a global explosion in market-opportunities in the IT sector, the shortage of manpower both in numbers and skills is a prime challenge for HR professionals. The related issues are varied indeed: recruitment of world-class workforce and their retention, compensation and career planning, technological obsolescence and employee turnover. Competency models are a natural fit for human resources. They are position models at the heart of every competency-based HR application. Thus, competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers. There is a strong and positive relationship between possession of competencies and successful job performance. This can be explained by the fact that HR jobs have different role to play and each role requires different dimensions of behavior. Thus, competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers

Jain, V. K., (2015), Competency Mapping in Indian Industries - A Case Study, HRD aims at constantly assessing competency requirements of different individuals to perform the jobs assigned to them effectively and provide opportunities for developing theses competencies to prepare them for future roles in the organization. RXY Laboratories keeps a record of employees' Job Roles and prepares the Job descriptions accordingly. The present study was undertaken to analyze employee competencies including Attributes, Skills and Knowledge parameters in detail and make a gap analysis in the actual and desired skills and assess the training needs of the employees. It will help to improve the performance of the employees in general and provide information to the company about the skills they possess which will ensure development of promotion strategies within the company. The parameters were derived from the Job roles, HR policies and Key Result Areas (KRAs). The competence approach encourages employees to develop competencies, which can be used in diverse work situations rather than being boxed into the job. Employee Development also focuses on enhancing employee competencies, which help them to cope up with organizational change. Competency may take the form of Knowledge, Attitude, Skill and Values. Besides these, it may also include characteristics of an individual, motives and self-conception. Katz in a classic article published in Harvard business review in 1994, grouped competencies into 3 categories which were later extended to four including

Mustafa, M. Mustafa and Surbhi (2014), Competency Mapping in IT Industry - A Case Study, Competency Models are considered as Best Fit for human resources. It has an important place in the heart of every competency based HR applications. Thus, competencies and competency models are taken as important tool that can be utilized to prepare the current and future workforce and retain skilled employees to meet the job requirements and other needs of employers. With the globalization in IT sector, the shortage of manpower both in numbers and skills is a major challenge for HR Experts. The related issues are: recruitment of high-class workforce and their retention, compensation and career planning, technological advancements and employee turnover. Therefore, many IT Companies in India are interested in knowing the present skill level of their employees so that training can be given to improve their performance. Competency mapping model helps in identification of training needs for HR Experts. This paper is an attempt to develop a competency mapping model for HR Experts in IT Industry for the purpose of Training Need Assessment. Rapid and uncertain technological changes and the increased emphasis on quality of services are compelling IT businesses to recruit adaptable and competent employees. At the top of the competency model are five roles, through which HR practitioners can view the model: Strategic partners, Administrative experts, Employee champions, Change agents and HR experts

R, Bharthvajan, (2013), Competency Mapping, Organizations seeking to establish a highly effective and efficient workforce must develop a competency mapping technique, but research suggests that most organizations fail to recognize the competencies of the employees and utilize them efficiently thus disabling the employees to work at their best. When organizations recognize that people are truly their most valuable resource, then one of the roles they accept is helping employees manage their careers. Competency mapping is an important resource in this environment, and is an adjunct to knowledge management and other organizational initiatives. Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and attitudes) that are required to perform effectively in a job classification or an

identified process. Competency Mapping juxtaposes two sets of data. One set is based on organizational workflow and processes. It starts with the clear articulation of workflow and processes, including all quality and quantity requirements, inputs and outputs, decision criteria, and most important, internal and external customer requirements. For each step in each process, specific performance requirements are identified with all associated metrics and expectations. The other set of data is based on individual and group performance. Competencies and competency-based human resources management (CBHRM) are in common practice in many organizations. To survive in a turbulent and dynamic business environment organizations have to adopt competency based human resource management practices, which are vital to productivity and performance excellence. Human Resource Management in the organization has to give keen importance to this process since competency determines the organization

Balaji, S. BALAJI and Vimala, D. (2014), A Study On Competency Mapping in Adecco Service Organizations, Chennai, This Study makes a lucid attempt to Study the Competency Mapping in Adecco Service Organizations at Chennai. Competency may be defined as an ability of an individual to do a job properly. Competency Mapping is a process of identifying the gap of an individual's performance or job related skills in order to fill those gaps through effective training. The primary aim of this Study is to identify the difference between the performance of Employee of Adecco Service Organization at Chennai and the secondary aim is to identify the competency gap of employee based on the 11 dimensions taken for Competency Mapping. To fulfill this Researcher has designed questionnaire (1-SDA to 5-SA) comprising 11 dimensions and the same was distributed to 50 sample and 48 are found to be valid. The Nature of Study is Descriptive and Simple Random Sampling was used to collect the data. T Test was used to identify the difference between the performance of Employee and Radar Chart was used to identify the competency gap of employee in each dimension of Competency Mapping. It is found that the competency levels of Adecco Employees are found to be different among the employees. The Competency Gaps are found to be higher in Job Related Skills, Performance and Meta Qualities of employees of Adecco Organization. These could be developed by giving training specifically on Job Related Skills and Meta Qualities to the employees in order to the improve the Performance better.

Nisha, N., (2015), Competency Mapping of the Employees, 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. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. In this article explains the why competencies needed and how is measured competency of employees in the organization

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization .Competency mapping should not be seen as rewards. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

Velayudhan, Mily, (2014), Mapping Core Competencies of Employees for Excellence with in HCL Technologies, In today's competitive world it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. These skills, knowledge and attitudes required for the work are usually collectively referred as competencies. This article is a pilot study done in-depth for assessing the competencies possessed by the employees in an unbiased manner, also to find out the gap between the present competencies and expected competencies of the employees at HCL Technologies, Chennai. At the all levels, competency management identifies and acquires or builds the competencies needed immediately to manage the routine, dayto-day work of the organization. The study conclusively reveals the positive relationship between male and female employees

in all the fifteen aspects also there is a positive relationship between the qualifications of the three groups and all the fifteen aspects covered in the study. The ttest analysis also reveals that there is significant difference between the two groups of employees on personal effectiveness also Significance difference were found between married and unmarried group of employees in HCL on Functional expertise, Innovation, Customer service, Analytical thinking, Motivation .

Bhuvaneswary, S., (2013), Competency Mapping of Employees, The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR frame work for monitoring the performance. The aim of this study is to find out the competency mapping of the organization and level of competencies of employees in this organization. For the data collection, study used the questionnaire and survey. In this study sample size was 30 employees in the organization. For the analysis of data used percentage analysis, bar diagrams,pie diagrams in this study. This study found out that majority of the employees has competency skills. Competency Mapping is a process of identifies key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.It has been a general observation that hard work, sincerity, knowledge, intelligence alone does not make a person a star performer in his/her profession.

Vijaya Mani, June,2013, Assessing The Competencies And Developing A Competency Mapping System For Managing Talent, Competencies refer to those unique set of skills and abilities (technical as well as behavioral) which are required for achieving the desired level of performance. These competencies provide a framework for distinguishing between poor performances and exceptional performance. Despite the growing level of awareness, competency-based Human Resource still remains an unexplored process in many organizations. The process of competency mapping is much more complex than it seems to be, and most HR departments have been struggling to formulate the right framework for their organizations. The research was undertaken with the primary objective of creating an effective system for assessing the competencies of the employees. This system has also been used in the research to assess the competency levels of the executives in one of the renowned Auto Component manufacturing Organization in Tamil Nadu India. For this purpose, a list of competencies was prepared for each department, consisting of Technical and Behavioral competencies along with their desired levels titled as the Competency Dictionary. Based on this, Assessment Sheets were prepared to assess the actual levels of competencies as against the desired standards based on Self Assessment and functional head's Assessment. With the desired and actual levels, a Gap Analysis was done to identify the gaps in competencies and training programs were suggested to bridge the gaps.

JayasheelaPati, August (2014), Competency Mapping Of Bank Managers, An Empirical Study**,** Human resource management plays a vital role in the development of any organization. There is no doubt that properly designed, implemented and managed human resource practices lead the organization towards success. Competencies are skill, knowledge and capability of an individual, which result in superior performance on the job. And the process of identifying, assessing and developing these competencies is known as competency mapping. Competency mapping not only helps the organization in identifying the key competencies required to perform on the job effectively, it also aids in assessing the levels of competencies possessed by the people on key roles in the organization. Most of the times people perceive their competency level as good, but that would not be true. Measuring the difference between self and others perception of one's competency helps in improvement. This paper is an attempt to identify and assess the gap between self and other ratings on competency levels of branch managers belonging to two banks.

Juri L. De Coi, Eelco Herder, Arne Koesling, ChristophLofi, Daniel Olmedilla, OdysseasPapapetrou, And Wolf Siberski, 2012, A model for competence gap analysis Modeling competences is an integral part of many Human Resource (HR) and e-Learning related activities. HR departments use competence descriptions to define requirements needed for performing specific tasks or jobs. Employees and applicants acquire the same competences by e.g. experience or certifications. Typically, HR departments need to match such required and acquired competences in order to find suitable candidates. In e-Learning a similar situation arises. Curricula or training programs need to describe pre- requisites that must be fulfilled before joining and the competences that will be acquired after successful completion. This paper analyses the limitations and extends existing approaches for modeling competences in order to allow (semi-) automatic competence matching.

Prof. NehaDalvi, 2010, Competency Mapping – A Strategic Approach Of Human Resource Management, Human Resource Management is undergoing a major transformation in today's organizations. The new role of Human Resource Management demands an outlook that differs considerably from the compliance mind-set. Human Resource (HR) management practitioners are expected to be experts on leveraging human talent within their organizations for purpose of achieving competitive advantage. The present globalization of economy necessitates innovative approaches in managing the talent in an organization through competency based HR practices. Competency mapping is a strategic HR framework for monitoring the performance and development of human assets in organizations. Competency based talent management can improve both productivity and performance by identifying key characteristics of top performers and how those traits differ from average employees. These characteristics in turn can filter in a set of core competency profile that consistently leads to successful workforce. The remaining residual can further be developed into core competencies in some other functional areas, as HR philosophy has firm faith that people have potential and can be further nurtured if given proper environment and opportunities. Effectively mapped competencies translate the strategic vision and goal of the organization into behavioral actions that employees must display. This paper focus on competency mapping process and examines how competency mapping enhances the organizational effectiveness.

III. RESEARCH METHODOLOGY

The research adopts a descriptive research design to identify the competency possessed by the employeesin various areas in an organization.Data has been obtained through structured questionnaire. Convenient sampling method has been adopted and data collected from 103 employees, which has been analyzed using mean score and Analysis of Variance.

The research conducted was conclusive and, as well as exploratory in nature and the data was gathered through primary and secondary sources in order to accomplish the objectives.

SAMPLING DESIGN

TYPE OF SAMPLING
  ➢ Random sampling

SAMPLING TECHNIQUES:
  ➢ Convenience sampling

SAMPLE SIZE: 103

III. METHODOLOGY

Questionnaire method is adopted to collect the feedback from employees working in NxGenBioLifeSciences. To collect the feedback from the employees a set of structured questionnaire was prepared. The questionnaire covered the competencies of employees regarding Relationship Management, Communication, Task Proficiency, Leadership and Adaptability. To meet the objectives the primary data in form of questionnaire survey was collected from the employees and secondary data was collected from diverse sources like websites, press releases, related papers and journals. The focus is to know if there a significant difference between experience of the respondents and their various competencies.

OBJECTIVES

- To measure the level of competency of the employees.

- To know is there a significant difference between experience of the respondents and their various competencies.

- To provide suggestions and recommendations to the company accordingly.

Need for the research
Firms are increasingly aware of the need of competent employees. Companies nowadays, facing increased Manpower cost, need to ensure maximum available organizational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organization if rendered competent will

remove many difficulties. These considerations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organization.

Scope of Study
To find out the level of competencies processed by the employees. The researcher views the competency ability to maintain mutual relationship, communication, task proficiency, leadership and adaptability to be estimated with questionnaire.

This research is to help organizations to develop the competency of the employees; while helping organizations regarding promotion of HR activities, training, career development, career succession planning, job redesign, counseling and coaching by suitable matching of individual competency with the competency required. Thereby this research will identify and develop specific skills needed of the individuals, to minimize their deficiencies.

Table 7. Analysis of variance among experience of the respondents and their various competencies*(refer appendix A).*

H_0:There is no significant difference between experience of the respondents and their various competencies.

H_1:There is a significant difference between experience of the respondents and their various competencies.

Findings:
From the present investigation, it was found that competency related to communication, task proficiency and adaptability have no significant difference between experience of the respondents and their competencies on communication, task proficiency and adaptability which means that irrespective of the experience gained the respondents possess the above competencies. Moreover the employees need to focus on building up competencies in various areas so as to increase their contribution to the organization. Moreover clearly defined role responsibilities and areas of improvement encourage greater responsibility and professionalism among member of the organization.

One may also develop structured competency model for each job to reduce human resource cost through more effective human resource procedure.As competency mapping is an essential task for all the organization and employee development, it is essential for the organizations to maximize utilization of these talents to gain competitive advantage. Competency based training can also be provided to the employees because it is unique approach to training design that builds and enhances individual competencies in line with previously identified profiles of success. This training helps to fill the gap between employee's actual performance and their ideal performance. Since we can see the communication skills of the respondents are moderate therefore proper training is needed in this area so as to improve the competencies related to communication among the employee's. Therefor competency mapping is important for the organization but is different for different levels of the organization.

IV. RECOMMENDATIONS AND SUGGESTIONS

- As the respondents are moderately competent in communication skill the organization can improve the channel of bottom up communication. The management must encourage the employees to share their views to the top management about their needs and grievances.

- The organization also can implement communication training,which is an excellent way of finding out how effective the internal and external communications are.
- The leadership skills of the employees the organization are developed by encouraging them to participate in personality development programs and simulation training conducted within and out- side the organization. They can also persuade the employees to take tasks under their leadership.
- The competency related to task proficiency can be increased by examining the interaction that relate to effective team performance using the skill level of the individual team members. It can also be examined by keeping checks on how efficiently and accurately the employees complete their tasks.
- The competency related to Relationship managementaims to create a partnership between the organization and its audience rather than consider the relationship merely transactional. Consumers who feel that a business responds to their needs are more likely to continue using the products and services that a business offers. Additionally, maintaining a level of communication with consumers allows the business to identify potential sources of costly problems before they come to a head.

- Competency related to adaptability refers to the degree to which an organization can adjust its structure and business processes and successfully achieve its goals, in accordance with the peculiar characteristics of dynamic environments. Therefore competency in this area should be increased so as to bring the best outcome in the organization.

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