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Introduction:

DEFINITION:

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

Competency mapping identifies an individual's strengths and weaknesses. The aim is to enable the person to better understand him or herself and to point out where career development efforts need to be directed. Competencies are derived from specific job families within the organization and are often grouped around categories such as strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc.

So far as the way to go about for competency mapping is concerned, the first step is job analysis, where the company needs to list core competency requirements for the job concerned. The next step should be development of a competency scale for the job on the parameters previously identified¹.

Competency Mapping is a process of identifying 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. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability.

The steps involved in competency mapping with an end result of job evaluation include the following:

1. Conduct a *job analysis* by asking incumbents to complete a position information questionnaire (PIQ). The PIQ can be provided for incumbents to complete, or you can conduct one-on-one interviews using the PIQ as a guide. The primary goal is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.
2. Using the results of the job analysis, you are ready to develop a competency based *job description*. This is developed by carefully analyzing the input from the represented group of incumbents and converting it to standard competencies.
3. With a competency based job description, you are on your way to begin *mapping the competencies* throughout your HR processes. The competencies of the respective job description become your factors for assessment on the performance evaluation. Using competencies will help guide you to perform more objective evaluations based on displayed or not displayed behaviors.

¹ <https://economictimes.indiatimes.com/definition/competency-mapping>

4. Taking the competency mapping one step further, you can use the results of your evaluation to identify in what competencies individuals need additional *development or training*. This will help you focus your training needs on the goals of the position and company and help your employees develop toward the ultimate success of the organization².

Objective of the study:

- To analyze the competency mapping of the organization.
- To identify competencies of employees in the organization.
- To suggest various measures to overcome deficiencies in competencies.

Research Methodology:

The research has been done on both Primary & Secondary data

Primary Data: for collecting Primary data a structure questionnaire was prepared and distributed to the 50 employee of hero motocorp. On the basis of the questionnaire conclusions are drawn. Questionnaire was constructed on following points:

- Personal Competencies
- Knowledge level competencies
- Job related skills competencies
- Communication & interpersonal competencies

Secondary Data: For secondary data website, journals, newspapers, office dairies, organizations rules and regulations, policies and HR strategies are taken under consideration.

Conclusion:

Competency-Based System help Employees by Setting clear performance expectations for employees, enabling them to make better decisions and work more effectively. Gives employees insight into the overall strategy of their team, department, and organization, leading to greater engagement and motivation. Enables employees to be more proactive beyond their individual roles, by learning additional competencies that are valued by the organization. Provides clear direction for learning new job skills. Offers a reference resource for day-to-day requirements. Increases the potential for job satisfaction. Provides a mechanism for the recognition of employees' abilities. Ensures that individual professional development and training milestones are recorded and acknowledged by the organization.

“Effectiveness = Confidence+ Competence”

Using competency mapping as a basis, a Human Resource Information System (HRIS) can be developed that may help in monitoring manpower planning, recruitment, identification of training needs and other HRD interventions. It can also be used for succession planning and leadership

² https://strategichrinc.com/competency_mapping/

development by developing a 360 degree feedback tool based on the competency mapping techniques (Chandekar & Khatod, 2015).

Competency mapping creates a level of objectivity and encourages better interaction between employees and managers. So, with better and clearer interaction, employees would be able to know the expectations from their role. This not only motivates them to work better in their role, but also helps them get competency-based training in respective domains to perfect their skills and move up the ladder in the organization. As part of the managers, it helps them design the appraisal process on the lines of the Competencies and provide the right suggestion and feedback to the employees for their betterment as well as the company leading to increased effectiveness of the organization³.

Keywords:

Knowledge, Communication, Organisation, Effectiveness.

³ <http://www.mbaskool.com/business-articles/human-resource/16278-competency-mapping-and-its-importance-in-business.html>