



COMPETENCY MAPPING- READINESS OF ORGANIZATIONS TO GO IN FOR COMPETENCY MAPPING WITH REFERENCE TO AUTOMOBILE INDUSTRIES IN NASHIK INDUSTRIAL AREA.

DR.AHIRE GIRISH MANOHAR ¹

¹ B.E, MBA, LLB, DIPRL, JRF-NET, PH.D, Associate Professor, MVP'S IMRT NASHIK.

ABSTRACT

Competency Mapping is widely accepted among human resource specialist in the corporate environment to measure for developing dynamic workforce required for growth and development of both the individuals and the organization. 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. This paper highlights the need and benefits of competency mapping in organizations. The study focuses on various parameters like High competition for talented people in market place, Setback, Building a competency based organization, competency based HR practices etc. The study reveals that there is High competition for talented people in market place for Automobile organizations in an around Nashik industrial area. Many Organization experienced setbacks in the recent past due to lack of competent people. Success of organization depends on having competent managers and competent employees.

Keywords: Competency mapping, Organisation, Competencies, Competent Employees.

I. Introduction

Competency Mapping is the process of identifying key competencies required for an organization and / or a job for competency identification to measure the competency of an individuals in relation to existing or expected job requirements and incorporating those competencies throughout the various process (that is job evaluation, training, recruitment) of the organization. It is the "traits, abilities and behavior" demonstrated by the leader, which are decisive for success in the assignment.

Organizational competencies are seen to be of benefit to the organization and its employee as a whole. Organizational competencies are achieved either by increasing the organization's internal efficiency in processing its throughputs order and determining a successful strategy for survival in the changing environment of the organization. These competencies can be divided into organizational task competencies and organizational development competencies. The set of competencies includes the ability to deal with managers and subordinates in an inappropriate style to manage the balanced skills and capabilities and to react to change in the organization's external and internal environment. In order to help the competency mapping process happen effectively, there is need to integrate the personality and other personal, interpersonal and organizational goals and at the same time demonstrate the use of operative styles that are employed within the organization to ensure that these goals are accepted and achieved

Need of Competency Mapping

Competency mapping helps to get the idea about the job market. A competency mapping provides a "road-map" for the range of behaviors that produce excellent performance. It Helps: -

- Companies "raise the bar" of performance

expectations;

- To align Teams and individuals behavior with key organizational strategies; and understanding of how to achieve expected performance standards by each employee.
- A well-prepared candidate could know about his/her personal competency
- To helps in demonstrating self-confidence.
- To secures essential inputs to resume development.
- To prepare himself/herself for advance preparation.
- To compare the existing competency with the organizational required competency in order to create individual development plan.

BENEFITS OF IMPLEMENTING A COMPETENCY-BASED APPROACH

By providing a more holistic view of all the important attributes for success in a job, a competency approach will improve the understanding of what it really takes to perform well. Using competencies can create a foundation for high-performance HR management programs to attract, develop and retain the talent needed to succeed.

Benefits:

For the company

- Establish expectations for performance excellence.
- Improved job satisfaction and better employee retention.
- Increase the effectiveness of training and professional development programs by linking them to success criteria.
- Provide a common understanding of scope and requirements of a specific role
- Provide common, organization wide standards for

career levels that enable employees to move across business boundaries.

For Manager

- Identify performance criteria to improve the accuracy and ease of the selection process.
- Provide more objective performance standards.
- Easier communication of performance expectations.
- Provide a clear foundation for dialogue to occur between the managers and employees. and performance, development and career-oriented issues.

For employees

- Identify the behavioral standards of performance excellence.
- Provide a more specific and objective assessment of their strengths and the tools required to enhance their skills.
- More clear on career related issues.

II. Literature review

The general purpose of reviewing the related study is to develop a through understanding and insight into the work already done and areas left untouched or unexplored.

Mark Homer (2001) In his study on "Skills and competency management", Industrial and Commercial Training, author opinioned that many leading companies are looking at ways to link skills development to strategic objectives as well as to demonstrate compliance with industry regulations. The greatest cost of learning is the time people are not working at their jobs. The solution is to minimize the time spent in training and focus people specifically on just the skills they need. It is important, therefore, to identify the skill gaps of employees in terms of the organization's specific business goals and strategies. Competency management is now recognized as a key process to ensure that the individual and organization training plans are linked to business goals. This study illustrates how skills and competency management systems can help organizations improve the effectiveness of their training.

Rajesh K. Singh, Suresh K. Garg, S.G. Deshmukh (2008) studies on "Competency and performance analysis of Indian SMEs and large organizations: An exploratory study", authors states the purpose of this paper is to study the development of various competencies by small-, medium- and large-scale Indian organizations under various pressures and constraints. For collecting data, a questionnaire-based survey was conducted. Out of 241 responding organizations, 193 were small- to medium-sized enterprises (SMEs) and 48 were larger organizations. Findings of the study imply that the introduction of new technology and identification of market changes have emerged most important competencies because they are significantly correlated with subjective performance, objective performance and overall competitiveness of organization. Levels of focus given on competencies development by large organizations differ significantly from SMEs. SMEs should be as proactive as large organizations in making changes in terms of various processes such as development of competencies, human resources, upgrading of technology and awareness about market changes. For validating these results, further case

studies are recommended.

This study will help organizations in shaping their competitive strategies for developing competencies as per the market needs.

Ram Subramanian, Kamalesh Kumar, Karen Strandholm, (2009) Studies on "The role of organizational competencies in the market-orientation-performance relationship: An empirical analysis" authors states the purpose of this paper is to examine the specific ways in which market orientation of an organization contributes to the creation of organizational competencies that lead to superior performance. Market orientation makes a significant contribution to the creation of a number of organizational competencies which, in turn, lead to superior performance in the areas of cost containment, growth in revenue, success in retaining patients, and success of new services. Given the changing competitive landscape in the health care industry, managers of these organizations are increasingly being forced to recognize organizational competencies so that they can leverage them for market success. A set of competencies leads to the organization becoming market orientated. Market orientation, in turn, leads to organizational success in a variety of areas.

Mrs. B. R. Celia; Mr. M. Karthick (2012) studies on "Competency mapping of employees in the power sector with special reference to Chennai" was carried out with a view of measuring the competency level of employees in the power sector. It gives a brief description of the employee's competencies attributes, interdepartmental competencies and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees, the competency assessment focuses on six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and client orientation, samples of 300 employees were selected from a population using stratified random sampling. The study has revealed that the competency level of all the departments are correlated and has been suggested that peer group training could be conducted, recognition & rewards may be given to the employees on performance and continuous measure an competency may be enhanced to improve employees skills. Hence these measures that are fundamental factors to competency would obviously lead to enhanced performance of companies.

III. Objectives of the study

Following are the objectives of study:-

- 1) To study the concept of competency mapping & it's utility.
- 2) To study the readiness of organisation for implementation of competency mapping with reference to Automobile organizations in an around Nashik industrial area.

IV. Research Methodology

To achieve the research objectives, information was collected by using questionnaires. The questionnaire was administered aimed at soliciting HR Managers views on various parameters like High competition for talented people in market place, Setback, Building a competency based organization, competency based HR practices etc. The opinions of the HR managers/executives/ officers of 10 Automobile organizations

located in an around Nashok Industrial Area were recorded for the purpose of the study. In all 10 organsiation identified and a questionnaire were distributed. The secondary sources of information were collected from past research work, books, journals, articles, internet search.

v. Data Presentation, Analysis and Discussion

1. Are you in a business where there is high competition for talented people in market place?

Attributes /Response	Yes	Doubtful	No	Total
Are you in a business where there is high competition for talented people in market place?	09	01	00	10
Percentage	90	10	0	100

Table 1-High competition for talented people in market place-

90% of respondent agree that they are in a business where there is high competition for talented people in market place while 10 % respondent were doubtful, it reveals that there is High competition for talented people in market place for Automobile organizations in an around Nashik industrial area

2. Has your organization experienced any setbacks in the recent past due to lack of competent people?

Attributes /Response	Yes	Doubtful	No	Total
Has your organization experienced any setbacks in the recent past due to lack of competent people?	06	00	04	10
Percentage	60	00	40	100

Table 2-Setback-

40% of respondent stated that there organization has not experienced setbacks in the recent past due to lack of Competent people while 60 % respondent agree that there organization experienced setbacks in the recent past due to lack of Competent people.

3. Does your top management believes that competencies can be developed through continuous efforts and interventions?

Attributes /Response	Yes	Doubtful	No	Total
Does your top management believes that competencies can be developed through continuous efforts and interventions?	08	01	01	10
Percentage	80	10	10	100

Table 3 Continuous efforts and interventions-

Majority of respondent (80%) agreed that their top

management believes that competencies can be developed through continuous efforts and interventions.

4. Does your top management believes in building a competency based organization?

Attributes /Response	Yes	Doubtful	No	Total
Does your top management believes in building a competency based organization?	09	01	00	10
Percentage	90	10	00	100

Table - 4Building a competency based organization

Around 90 % of respondent agreed that their top management believes in building a competency based organization while only 10% are doubtful about the statement that their top management believes in building a competency based organization

5. Do you (intend to), recruit people on the basis of competencies needed to perform each job?

Attributes /Response	Yes	Doubtful	No	Total
Do you (intend to), recruit people on the basis of competencies needed to perform each job?	10	00	00	10
Percentage	100	00	00	100

Table -5 Competency based recruitment

100% of respondent stated that they intent to recruit people on the basis of competencies needed to perform each job

6. Do you or your organization intends to coach employees for future careers in your own organization or Do you have a competency based coaching scheme?

Attributes /Response	Yes	Doubtful	No	Total
Do you (intend to), recruit people on the basis of competencies needed to perform each job?	07	01	02	10
Percentage	70	10	20	100

Table 6-Competency based coaching scheme

Around 70% of respondent stated that there organizations have a competency based coaching scheme while 20% respondent says that there organization do not have competency based coaching scheme\and 10% respondent were doubtful about it.

7. Does your top management believe that the success of your organization depends on having competent managers and competent employees?

Attributes /Response	Yes	Doubtful	No	Total
Does your top management believe that the success of your organization depends on having competent managers and competent employees?	10	00	00	10
Percentage	100	00	00	100

Table 7-Success of organization depends on having competent managers and competent employees

100 % of respondent stated their top management believes that the success of organization depends on having competent managers and competent employees.

8. Is your training based on scientific, or at least systematic, identification of competency gaps and competency needs?

Attributes /Response	Yes	Doubtful	No	Total
Is your training based on scientific, or at least systematic, identification of competency gaps and competency needs?	08	02	00	10
Percentage	80	20	00	100

Table 8-Competency based training

Majority of Respondent (80 %) stated that their training based on scientific, or at least systematic, identification of competency gaps and competency needs , while rest of 20% respondent were doubtful.

9. Does your performance appraisal have a measure of competencies separately for each individual level or function or group of jobs (top, middle, lower etc?)

Attributes /Response	Yes	Doubtful	No	Total
Does your performance appraisal have a measure of competencies separately for each individual level or function or group of jobs (top, middle, lower etc?)	08	01	01	10
Percentage	80	10	10	100

Table 9-Measures of competency separately for each individual in Performance appraisal system

Around 80 % of respondent stated that there performance appraisal has a measure of competencies separately for each individual level or function or group of jobs (top, middle, lower etc) , while only 10% says no and the rest of respondent (10%) are doubtful about it.

10. Does promotion (or promotion policy) in your organization require some form of competency assessment.

Attributes /Response	Yes	Doubtful	No	Total
Does promotion (or promotion policy) in your organization require some form of competency assessment.	07	01	02	10
Percentage	70	10	20	100

Table -10 Competency based promotion policy

70 % of respondents stated that promotion (or promotion policy) in their organization requires some form of competency assessment. While 20 % of respondent says that their organization does not require some form of competency assessment and rest (10%) of respondent were doubtful about it.

vi. Conclusion

Competency mapping begins with identification of the workforce competencies required to perform the organizational business activities. Once the competencies are identified, mapping between the targeted vs. actual value of competencies is required to Measure, analyze and predict the future capability of competencies and take necessary Corrective/preventive action to either enhance or maintain the current capability. Identifying the tasks, skills, knowledge and attitude required to

perform various Organizational roles can be used in formulating job description, assessing employees' Current level of competency. Study reveals that there is High competition for talented people in market place for Automobile organizations in an around Nashik industrial area. Most of organization experienced setbacks in the recent past due to lack of competent people. Top management believes that competencies can be developed through continuous efforts and interventions. Top management believes in building a competency based organization. They intent to recruit people on the basis of competencies needed to perform each job. Many Organizations have a competency based coaching scheme. Top management believes that the success of organization depends on having competent managers and competent employees. Training based on scientific, or at least systematic, identification of competency gaps and competency needs. Performance appraisal has a measure of competencies separately for each individual level or function or group of jobs (top, middle, lower etc). Promotion (or promotion policy) in their organization requires some form of competency assessment.

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