
COMPETENCY MAPPING: A REVIEW OF LITERATURE

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ABSTRACT

In the era of rapid change, the nature of people's job is often in a flux and new competencies may increasingly require taking on changing roles in the organization. High performance people are critical for organization's to provide world class customer's service and meet tough challenges due to rapid technological changes and intense competition.

*Under this developing human capital, the key to producing a sustainable competitive advantage is frequently using Competency Mapping. One of the major objectives of any organisation is to improve its performance year by year and set a new standards and bars of performance. For every operation and machine, there is a human being and it is the competency of the **man** behind **machine**, **material** and **method/s** (4 M), which determines the performance of the company.*

In view of this, the performance of any organisation depends not only on human capital but on the human capital having right match of competencies, is available with the employees, then it is their motivation, work environment and incentives, which help them to give their best performance.

KEY WORDS: *Competency Mapping, Sustainable Competitive Advantage, Man, Machine, Material, Method (4 M)*

INTRODUCTION

Competency Mapping is the process of finding out the competencies viz; Managerial, Technical, Behavioral and most importantly KSA i.e Knowledge, Skills and Attitude which are required to perform a specific job/role or a set of tasks at a given point of time nowadays.

To achieve higher performance standards, the companies need to identify competencies required for a job and compare these competencies with the extent the employee's possesses. The differences of these two competencies determine the training needs. Based on the needs, competency building maps (Competency Mapping) or in other words personal training plans are developed by the organisations and required training is imparted systematically.

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 is a detailed process of identifying key competencies for a particular position in an organisation, thereafter using it for various HR functions i.e. job-evaluation, recruitment, training and development etc. Competency Mapping basically finds out the gap between the existing competency and the required competency i.e. the benchmark, which is decided by the organisation. This gap is bridged by providing training to the employees or through recruitment.

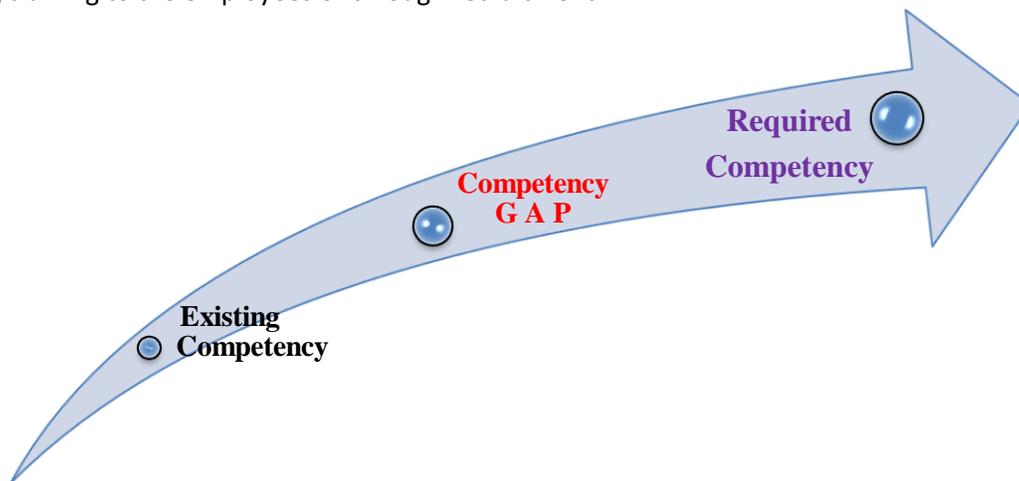


Fig. 1.1: The Competency Gap Model

The competency framework serves as the bedrock for all HR applications. As a result of Competency Mapping, all the HR processes like talent management, induction, management development, appraisals and training yield much better results.

All competency dimensions should be measured by at least two dimensions. If some dimensions is more important it should be measured on three or four dimensions. There are many competencies identified that are relevant to the performance of individuals in an organisation.

They may be classified into four clusters as shown below:

Intellectual <ul style="list-style-type: none"> • Analytical ability • Innovation • Decision making • Active learning 	Interpersonal <ul style="list-style-type: none"> • Communication • Interpersonal skills • Teamwork • Leadership
Dynamics <ul style="list-style-type: none"> • Initiative and commitment • Drive for excellence • Result orientation • Change oriented 	Business related <ul style="list-style-type: none"> • Business understanding • Customer focus • Organizational awareness

Fig. 1.2: Classification of Competency

USES OF COMPETENCY MAPPING

Competency Mapping is the base for human resource planning in the organisation. Evaluation of human capital in an organisation can be done on the skill-set, potential and competency of the workforce. Apart from this Competency Mapping is useful in the following ways:

1. In evaluating performance of the employee.
2. Gap can be analyzed between required and existing competency level.
3. Reward and punishment can be decided by getting the gap.
4. Requirement of Training & Development needs can be determined.
5. Individual performance can be enhanced.
6. Organizational effectiveness can be improved.
7. The Competency Mapping, system forms the basis for compensation management in the organisation, in addition to other methods like market surveys.
8. Competency Mapping can also be used as basis for transfers, promotions and other related activities.
9. Competency Mapping system is also useful in succession planning.

However, Competency Mapping varies to organisation to organisation. It is not a single fitted formula. It needs to be aligned with the various HR functions like Training & Development, compensation, career & succession planning and culture of the organisation.

BENEFITS OF COMPETENCY MAPPING

Competency Mapping has provided many benefits and advantages to the organisation, where it has been seriously implemented, namely:

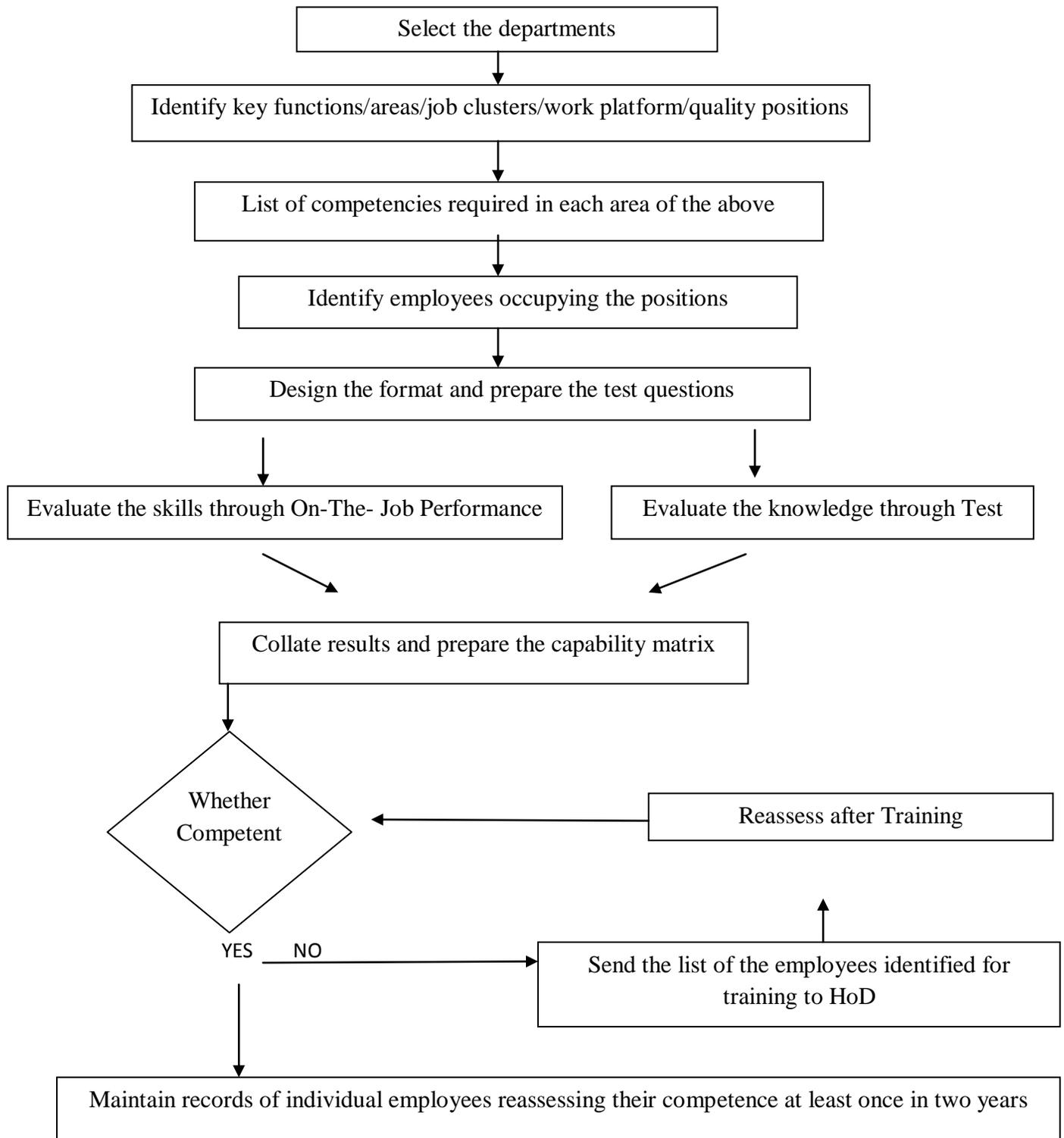
1. Enhancing the capabilities of the individuals.
2. Flexibilities to deploy in different jobs.
3. Identification of persons who can work in different area of department.

4. Systematically identifying the potentials of qualified employees and provide them with opportunities for their development and growth.
5. Competency Mapping has facilitated the identification of critical skills across the organization/s, wherein actions were taken to bridge the skills gap de-criticalisation of skills gaps has greatly reduced the crisis of skilled workforce.
6. Based on Competency Mapping exercise more focused on training interventions, have brought improvement in production and maintenance activities of the organisation resulting in the higher productivity.
7. Competency Mapping provides scope of multi skilling to the employees through job- enrichment and takes away the monotony of doing the same job.
8. Maintaining the required number of man power which result in skill preservation and facilitates succession planning.
9. Helps in man power rationalization.
10. Facilitates in exigencies of work.

OBJECTIVE OF THE STUDY

The major objectives of study are:

1. To develop various dimensions for evaluating effectiveness of Competency Mapping in the organisation.
2. To assess the impact of the Competency Mapping on the performance of the employees and the organization against these dimensions.
3. To highlight the gaps existing in the current literature and emphasize upon important and interesting areas of research herein.
4. To establish the importance of Competency Mapping Exercise for organizations as well as individuals.

STANDARD METHODOLOGY FOR COMPETENCY MAPPING**Fig. 1.3: Methodology used for Competency Mapping**

REVIEW OF THE LITERATURE

Indian Perspective

The literature review is based on the critical evaluation of a variety of studies ranging from phenomenal studies and article to books focused on the different facets of competency and related attributes identified for the study, i.e. , definitions, human capital model, history and progression of different competency and its frameworks, performance management and competency based performance approach.

Chanakya's Arthshastra, an ancient Indian manuscript on Political Science and Administration, written approximately 3000 years ago is the first towering book where we can find the basic application of not only management but also of engineering and technology, legal-judiciary-fiduciary systems and many more. But above all most surprisingly concept which has been noticed in this book is “concept of competency mapping”

T.V. Rao Learning Systems has emphasized that today’s scenario is competency based and a significant shift can be noticed towards competency in the organisations. Contribution of HR and line managers is completely competency oriented in the organisation to give it remarkable edge. With changing business environment and new challenges in the competitive world, successful performance in any job/task has taken an important place, for organizational success. He further includes that creating competency based working culture in organizations are not only the need of the hour but it also creates a demand for HR professionals to have specialized ability and need to continuously upgrade their knowledge.

Dr. Ashish Manohar Urkude, in his book Pedagogy of Competency Mapping has explained that Competency Mapping is also known as Competency Profiling, it analyses competencies required to accomplish a job/task successfully. He explained competency mapping as the combination of five attributes, which are Knowledge, Skills, Attitudes, Trait and Motive. He also described that how major competencies like technical, managerial, behavioral and conceptual are required to become a successful leader or manager.

Radha Sharma in her book published in the year 2000, “360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development” has covered a wide spectrum on the subject. It has been described in this book that employees in the Asian countries are more hesitant on providing candid feedback on their superiors in a formal manner and, on the other hand, may tend to underrate themselves in comparison to their western counterparts.

R. Palan (2003) published a book based on “Competency Management: A Practitioners Guide” the experiences in the field of Competency Management and Implementation. Palan, mainly has focuses on the issues like Organizational issues, Employees issues, The linkage between competency and performance and Competency management. The purpose of the book is to provide those attempting to implement competencies in their organizations with a clear understanding of competency management. There are also field experiences of the project managers, which are summarized for practitioners. The Section One attempts to provide a clarification of the concept of competency while Section Two details a competency implementation approach, reinforced with SMR experience. There are also glossary of terms and Frequently Asked Questions.

Prasad A.B (2006) in his article entitled "Assessment and Development Centre for Developing Competencies" has described that assessment and development centres have a bright future in the Indian Organizations. The Indian Experience had revealed that it would be worthwhile to combine the assessment with development process and utilized this powerful technique to develop leader who lead transformation of their organization towards greater glory and a more secure future.

Seema Sanghi (2007) in her book, "The Handbook of Competency Mapping" focuses on key issues that include understanding and developing competencies, implementing and mapping competencies in an assessment center. It also reviewed the plethora of application-based experiences and existing models, effectively managing the consequent changes in the organisation and integration of the competency framework within the HR system of an organisation.

Akshata Reddy (2007) in her dissertation on "Competency Mapping in Electronic Corporation of India Ltd, Hyderabad" discussed about the competency mapping in the study area.

Yashpal Kaur Rooprai (2011) in his article entitled to "*Competency Mapping: Career Development and Challenges*" described about the future challenges on implications of competency mapping in career development and steps for developing competency mapping.

Yuvaraj (2011) has focused that Indian market is in great need for multi skill development due to global alignment of it. He also stressed that every organisation needs to well define the roles of its personnel and list out the competencies required to perform each role effectively.

Shruti Anuja (2012) in her article entitled "*Competency Mapping at Managerial Level with special reference to Hotel Clerks Amer, Jaipur*" described competency frame work as the foundation for all Human Resources application which yields much better result in all HR functions.

Jaideep Kaur and Vikas Kumar (2013) in their article entitled "*Competency Mapping: Gap Analysis*" has described theoretical aspects of competency mapping in detail, along with its need and components.

Prateek Sharma and Shubhangi Jain (2013) in their article defined human resource management as "core strategy for low cost of human capital which results in improved organizational growth". They focused that in the era of liberalization, privatization and globalization, the demand of competent and skilled workforce has been increased as they are ready to face diversity and complexity of today's changed business environment and also they play a significant role in improving job performance.

Global Perspective

Furnham (1990) states that although the term competence seems new and fashionable, but the concept is old. Psychologists interested in differences among individuals in their characteristics, thinking and behaviour, also have long debated these questions of personality characteristics, intelligence and other abilities."

Bruce McAfee, et al (1986) in their article on, "*Competency Based development: A Management Development Exercise*" focuses on the concept of employee development and competency based management development.

Burgoyne (1993) in their article on, *"The Competence Movement: Issues, Stakeholders and Prospects"* stated "competence" movement as an approach to education, training and development which is based on a belief in defining purpose and outcome in standardized and measurable terms. The author suggests that the debate can be mapped in three dimensions: micro to macro issues, theoretical to practical issues, and technical to political issues.

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Competency-based methodology was pioneered by **Hay-McBer** company founder David McClelland, a Harvard University psychologist in the late 1960's and early 1970's (Czarnecki, 1995). McClelland set out to define competency variables which are used in predicting job performance and should not be biased by race, gender, or socioeconomic factors. His research helped in identifying performance aspects not attributable to a worker's intelligence or degree of knowledge and skill. McClelland's article, appearing in *American Psychologist* in 1973, entitled "Testing for Competence Rather Than for Intelligence," was a key point of development of the competency movement as an alternative to the intelligence testing movement. The turning point for competency movement is the article published in *American Psychologist* in **1973 by McClelland**, wherein he presented that intelligence and traditional achievements are not enough to figure out the success of job; although competencies are most importantly needed to perform a job effectively and efficiently.

Latter **McBer** a Consulting Firm founded by David McClelland and his associate Berlew have specialized in mapping the competencies and developed a new methodology- "Behavior Event Interviewing (BEI)" to map the competencies.

Andrew Munro and Brendan Andrews (1994) in their article on, "Competences: Dialogue without a Plot Providing Context through Business Diagnostics and Executive Development", examine the role of competences which helped to integrate human resource activity. The paper has also provided concerns about the capability of competences to help organizations deliver business success.

Krogh and Roos (1995) in their article on, *"A Perspective on Knowledge, Competence and Strategy"* highlights the implications on sustainable competitive advantages by focusing on the processes of imitation of competences in different social contexts.

Cheetham and Chivers (1996) article on, *"Towards a Holistic Model of Professional Competence"* is an attempt bring together a number of different views on competence, which includes the "outcome" approach and a model of professional competence.

Overmeer (1997) in his article on *"Business Integration in a Learning Organization: The Role of Management Development"* explores difficulties involved in business integration by providing data from an in-depth scholarly consulting project. It focuses on the barriers that exist and emerge in the form of defensive actions and routines that tend to undermine existing core competencies as well as the formation of new core competencies.

McKenna (1999) in his articles on *“Storytelling and “Real” Management Competence*” stated that organizations need to develop list of behavioural based management competencies with an objective to build a competent managerial group. The paper has also discussed about the implications for management competencies and organizational development.

William Tate (2001) published book on *“Corporate Competency”*. The book includes the training, evaluating and mapping competencies for the corporate management. The book also discussed on building up of independent corporate strategies.

Savolainen (2002) in his article on *“Network Competence and Information Seeking on the Internet: From Definitions towards a Social Cognitive Model”* reflects about the network competence in the context of information seeking, which can be seen as mastery of four important areas i.e. knowledge available on internet, skilled use of ICT to get information, judgment of the relevance of information, and communication. The article has well elaborated about the social and cognitive theory developed by Albert Bandura, a model of network competence is introduced in order to discuss network competence *“in action”*

Hellestrom and Husted (2004) in their article on *“Mapping Knowledge and Intellectual Capital in Academic Environments: A Focus Group Study”* argued that knowledge mapping for intellectual capital management in academic environments such as university departments are useful to provide it a fruitful avenue. The paper reviews the functions and techniques of knowledge mapping and assesses it in context of academic demands.

C K Prahalad and G Hamel has developed the idea of Core Competencies through a series of their cutting edge articles in the Harvard Business Review (HBR) followed by a best-selling book – *“Competing for the Future”*. They focused that organizations may develop key areas of expertise over a period of time, which are unique and distinctive to that company, which cannot be copied easily and this is known as *“Core Competency”* and are critical to the organization's long term growth and existence.

Ljungquist (2007) in his article on *“Core Competency Beyond Identification: Presentation of a Model”* has opened a new research window for core competency. The paper demonstrated deeply the conceptual and empirical difference between the associated concepts i.e. competence, capability, and resources. The article has made a significant and practical contribution to the existing literature in terms scholarly applicability.

Ley, et al (2008) in his paper on *“Modeling Competencies for Supporting Work- integrated Learning in Knowledge Work”* has suggested a way to support work-integrated learning for knowledge work. Connection with cognitive psychology and behavioural science with a formal approach has made this paper appropriate for integration into technology-enhanced learning environments.

CONCLUSION AND IMPELICATIONS FOR FURTHER RESEARCH

The current literature review shows that for the success of any business competence of people in the organisation is the most important element. Organizations need to develop talent and skill internally rather than to outsource. Employees today need to hold the right skill set for a particular jib position most importantly at the right time with effective cost as competency mapping has become the prerequisite for the job in this competitive scenario.

But to measure the true impact of effectiveness of competency mapping on employees as well for organizations such exercises needs to be evaluated on their effectiveness. As studies shows that competency mapping not only provides the tools of development and different ways which enhances the knowledge, skill and attitude (KSA) of employees but it also establish a basis for the more objective dialogue among team members and superiors about the career, performance and other related issues. But all these could be how relevant and beneficial when it comes to the part of implication- is the most emerging issue and this is the thing which needs to be find out specially in the context of Indian market then only Competency Mapping can play a significant role not only in recruiting the employees but also in retaining them as it gives a more detailed and specific analysis about the knowledge and skill-set required for a particular job, the candidate's capability and the development and training which needs to bridge the identified gaps.

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