COMPETENCY MAPPING

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Abstract

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resource. .Competence of the employees plays a key role to enhance overall efficiency of the organization. Competency Mapping is therefore quite useful for the organizations in terms of their own growth and growth of their employees. This study aims to identify the competency of the employees working with BPO sector. It evaluates various aspects of employees' competency such as ability to learn, communication, analytical skills, leadership etc and tries to measure the level of competency so as to assess the training needs.

Keywords: Competency mapping, Employee, Training, Gaps

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Introduction

Employee competency is an intangible resource and this is the only resource which can take a company forward. The organizations in the complex and ever changing environment are subject to constant change and it is the employee competency which creates and sustains competitive advantage for the firms. Business today is characterized by global operations, transitions, pressure of competition, wealth creation,customer focus, value based products, , managing diversity and what not. The organizational success earlier depended on physical and financial assets, today the success solely rely on the intangible ability and capability that lie in the human capital and manifested in the form of competencies . Every organization that wants to achieve its goals in terms of productivity, quality, profitability, stability and growth and increase organizational effectiveness, it must pay attention to the enhancement of competencies of its human resources in a systematic and planned manner.

STATEMENT OF THE PROBLEM

In today's competitive market, companies are aware that their workforce must be properly trained and fully competent over a range of tasks within any given work discipline. Competency mapping is a process through which one assesses and determines strengths as an individual worker. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the high quality work

OBJECTIVES OF THE STUDY

1. To identify the various competencies required for the job with the help of job descriptions.

2. To measure the gap in required and existing level of competencies.

3. To find whether there is difference between male and female employees in all the twelve aspects covered in the present study

The competency of employees has been measured with the help of following parameters identified with reference to the Job Descriptions.

a) **Performance Focus**: Performance Focus is defined as the set of human attributes required to achieve work related results & thereby improve organizational & individual efforts

b) **Customer Orientation**: Customer orientation is defined as the set of human attributes required to understand & satisfy   customer needs & requirements

c) **Analytical Skills**: Analytical Skill is defined as the set of human attributes required to understand & interpret the data or information and draw logical inferences.

d) **Ability to learn** : It is defined as the set of human attributes required to continuously update oneself & learn by observation, experience, innovation, interlinking of two or more concepts (creativity) and apply it when required.

e) **Problem Solving & Decision Making** : Problem Solving & Decision Making Skill is defined as the set of human attributes required to quickly identify and understand the key issues, evaluate the alternatives, pros and cons and then take an effective decision to impact organization in a positive manner.

f) **Communication Skills**: Communication skills are set of human attributes including all aspects of personal interaction, contact and communication between individuals or members in a group. It includes a variety of skills such as persuading ability, convincing ability, conflict management ability, and influencing ability to achieve the desired result.

g) **Planning Skills**: Attribute required for understanding interrelationships and requirements of different activities to be performed achieving the desired objectives

h) **Initiative taking**: Initiative taking skill is defined as the set of human attributes required to identify and act upon new opportunities to enhance business results without being asked or delegated

i) **Team Work, Cooperation & Collaboration**: Attribute required to impact group or team working achieving the team objectives.

j) **Knowledge**:   The parameters of knowledge included updation, in-depth knowledge of instruments, equipment, systems; knowledge of processes; documentation; applicability of required skills .

K) **Leadership**: Attribute required taking responsibility for accomplishing the desired objectives.

l) **Business Awareness**: Sets of attributes required to take business decisions for achieving business objective

HYPOTHESES

Null Hypothesis (Ho): There is no significance difference between male and female employees in all the twelve aspects covered in the present study.

Alternative Hypothesis (H1): There is significance difference between male and female employees in all the twelve aspects covered in the present study.

NEED FOR THE STUDY

There are some useful benefits of using competency model for the company, managers, and employees as well.

- Establish performance appraisal by a systematic approach for career growth which results in improved job satisfaction and better employee retention.
- Increase the effectiveness of training and professional development programs by linking them to the success criteria.
- Better understanding of Roles and responsibilities.
- Provide Common standards and same kind of work at equal levels that enable employees to

SCOPE OF THE STUDY

The study is of great significance to the employees and the organization as it provides an insight to the individual to ascertain the competencies they possess and the perception of the superiors and other members in the organization. The organization on the other hand is likely to be benefited from this study as it will be able to analyze the training needs, the gaps in actual and desired skills.

LIMITATIONS OF THIS STUDY

As the study is limited to only New Delhi and NCR as stated above, as such its results cannot be generalized. Further, the results cannot be compared with other companies also because of the variations in HR policies, work culture and employee competencies.

REVIEW OF LITERATURE

McClelland (1973) stated that a "competence" in tradition, is "*a personal trait or set of habits that leads to more effective or superior job performance*", in other words, an "ability that adds clear economic value to the efforts of a person on the job".

Hogg B (1989) "competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity of transfer sills and abilities from one area to another"

Klemp (1980) defined it as, "an underlying characteristic of a person which results in effective and/or superior performance on the job".

Woodall and Winstanley (1998) maintain competency as "the skills, knowledge and understanding, qualities and attributes, sets of values, beliefs and attitudes which lead to effective managerial performance in a given context, situation or role .

Boyatzis (2007) adopted the term competency an "underlying characteristic of an individual that is casually related to effective or superior performance in a job". He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

Deb (2006) stated that Human Resource Manager has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human

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resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs.

Gaspar (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organisation. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

Gilbert (1996) define competence as the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organizational goals.

Smita Nigam, Poonam Pandey, Dhruv Kumar Pandey (2009) in their research paper entitled 'Competence Mapping: An Innovative Management Practice Tool',expounds that employee competency mapping is one such innovative practice that is widely being used by organizations today. Competency mapping is aboutassessing the value of human capital and its development. Care needs to be taken to ensure the involvement of the entire organization. The need to map and monitor the competence is perceived by most organizations as a tool to add value to their key resource areas as observed by the authors.

Lucian Cernusca, Cristina Dima (2007)in their research essay explained the concept of competency and how competency is linked to performance and one's career development. The authors also look into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position.

William J Rothwell and John E Lindholm (2008) addressed employee competency efforts in the USA programmes have evolved from an early focus on distinctions between best-in-class

(exemplary) and fully-successful performers to become a link between organizational strategy and organizational and individual performance. Interest in competency-based approaches is growing. Training and development professionals are using competency models to clarify organization-specific competencies to improve human performance and unify individual capabilities with organizational core competencies.

Bergenhene gouwen (2010) explains the concrete application of a competence-based HRM system in the petro-chemicals industry illustrates the task of linking an organization's core competences to the personal competences of employees by making use of HRM instruments. He ends with a summary of the challenges HRM professionals face in competence-based organizations.

(Farah 2009) has discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delver deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated.

(Kodwani, Amitabh Deo 2009) has focused on the Performance is the mantra of today's business organization. People with right abilities are able to perform better. Competencies are the set of such skills and abilities (technical as well as behavioral) which are required for desired level of performance. Right competencies are the key to superior performance. These days most of the business organizations are dealing with a problem of competency mapping, which is basically attaching of capacity of an individual that leads to behaviour and the organizational/job requirement.

(Rice 2006) the author reflects on the leadership development among healthcare executives in the U.S. According to the author, competency based leadership development does not just drift, however it is intentionally focuses on clear career aspirations.

"Pooja Thripathi & Jayanthi Ranjan(2010),"A Competency Mapping For Educational Institution: Expert System Approach", Computer and Technology,vol 2., ISSN No:0975-449". This paper presents the development of expert system to assist in the operation of competence management in educational institution. The knowledge based consists of a rule-based expert system for the competence management and subsequent performance assessment. It is generally recognized that an expert system can cope with many of the common problems relative with the operation and control of the competence management process.

"Winter (1996),"Competency Assessment", Guardian Insurance Company": uses competencies to assess and reward individual performance in terms of core competencies that reflect the company's strategic focus and priorities.

"Petro skills Alliance (2001),"Competency-based training": Through its discipline-specific competency maps has become the industry benchmark.These maps document the technical skills required at specific levels of expertise. This enables individuals and organizations to identify and manage the skills that both organizations and individuals require to be successful. The Petro Skills courses are designed to deliver these competencies as part of a coordinated training program.

"North American Life (1995),"Competency Model : It used the Hay system to link competency, performance management, and pay. They came up with a short list of 10 competencies --analytical thinking, conceptual thinking,

customer focus, developing people, flexibility, information seeking, listening and understanding and responding, performance excellence, team leadership, and teamwork, specific to NAL using a standardized menu of competencies to survey employees and identify proficiencies relevant to each job.

RESEARCH METHODOLOGY

Research Design –Descriptive and Exploratory: The research adopts a descriptive and exploratory research design to identify the competency level possessed by the employees and to measure the gap in required and existing level of competencies.

Sampling: Convenient sampling method has been adopted and data was collected from 300 employees working with BPO. Job Descriptions were identified for the job positions of Senior Customer Care Executives, Technical Support Officers, Team Leaders, Managers

Sampling unit:

Category	Senior Customer Care Executives, Technical Support Officers, Team Leaders, Managers
No. of respondents	300

Methods of Data Collection: Primary and Secondary Primary Data has been used for the study. At appropriate places, secondary data has also been used. The data on employee competency has been collected from the job description, personal interaction with the employees, their superiors and peers .

Tools of data collection: Data has been obtained with the help of structured questionnaire. Predetermined Questionnaire was constructed with 5 Point Rating Scale to collect the Data.

Scope of the Study

The present study is limited to New Delhi and   NCR.

A five point scale, has been used to measure the competency level of the employees

Level 1: Limited: Does not demonstrate the competency on the job or may have had limited opportunity or understanding to demonstrate the competency.

Level 2: Basic: Demonstrates the competency minimally with basic understanding needed for the job.

Level 3: Proficient (Medium): Demonstrates consistency in performing the job to a reasonable extent.

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Level 4: Proficient (High): Demonstrates high level of specialization in performing the job

Level 5: Expert: Demonstrates the competency at an exceptionally high level with in depth Understanding

ANALYSIS AND INTERPRETATION

Designation: Senior Customer Care Executives

Description	Required	Existing	Gap
1. Performance Focus	4	4	0
2. Customer Orientation	5	4	-1
3. Analytical Skills	3	3	0
4. Ability to learn	4	4	0
5. Problem Solving & Decision Making	4	4	0
6. Communication Skills	5	3	-2
7. Planning Skills	3	3	0
8. Initiative taking	4	3	-1
9. Team Work, Cooperation & Collaboration	4	4	0
10. Knowledge	3	3	0
11. Leadership	3	3	0
12. Business Awareness	3	3	0

The Senior Customer Care Executives lacks in Communication Skills, Customer Orientation and Initiative taking. Training needs were identified for improving Communication Skills and Customer Orientation.

Designation: Technical Support Officers

Description	Required	Existing	Gap
1. Performance Focus	4	4	0
2. Customer Orientation	5	4	-1
3. Analytical Skills	4	4	0
4. Ability to learn	4	4	0
5. Problem Solving & Decision Making	3	4	+1
6. Communication Skills	4	3	-1
7. Planning Skills	4	4	0
8. Initiative taking	4	3	-1
9. Team Work, Cooperation & Collaboration	4	4	0
10. Knowledge	5	4	-1
11. Leadership	3	2	-1
12. Business Awareness	4	2	2

The Technical Support Officers have excellent Problem solving skills and decision making skills and exceeds the required level but lacks in customer orientation, Communication Skills, Initiative Taking and Knowledge.Training Needs were identified in all these areas.

Designation : Team Leader

Description	Required	Existing	Gap
1. Performance Focus	5	5	0
2. Customer Orientation	5	5	0
3. Analytical Skills	4	4	0
4. Ability to learn	4	5	+1
5. Problem Solving & Decision Making	5	4	-1
6. Communication Skills	4	4	0
7. Planning Skills	5	5	0
8. Initiative taking	5	4	-1
9. Team Work, Cooperation & Collaboration	4	4	0
10. Knowledge	5	4	-1
11. Leadership	4	4	0
12. Business Awareness	4	5	+1

The Team Leaders have excellent business awareness and ability to learn and exceeds the required level but lacks in Problem Solving and Decision Making Skills, initiative taking and Knowledge.

Designation : Manager

Description	Required	Existing	Gap
1. Performance Focus	5	5	0
2. Customer Orientation	5	5	0
3. Analytical Skills	5	5	0
4. Ability to learn	4	4	0
5. Problem Solving & Decision Making	4	4	0
6. Communication Skills	5	5	0
7. Planning Skills	5	5	0
8. Initiative taking	5	4	-1
9. Team Work, Cooperation & Collaboration	4	4	0
10. Technical Knowledge	5	4	1
11. Leadership	5	5	0
12. Business Awareness	4	5	+1

The managers lacked initiative taking then what is required at this level. Training is required to enhance this skill.The employee working as Managers meets all other required competency level.

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Test Statistics: Hypothesis is tested using sample t-test and chi-square test.

Null Hypothesis (Ho): There is no significance difference between male and female employees in all the twelve aspects covered in the present study.

Alternative Hypothesis (H1): There is significance difference between male and female employees in all the twelve aspects covered in the present study.

Gender	Yes	No	Total
Female	94	27	121
	77.69%	22.31%	100%
Male	161	18	179
	89.94%	10.06%	100%
Total	**255**	**45**	**300**

Using Chi-square Test

Gender	Yes	Expected Value	No	Expected Value	Total
Female	94	102.85	27	18.15	121
Male	161	152.15	18	26.85	179
Total	**255**	**255**	**45**	**45**	**300**

Observed Value (O)	Expected Value (e)	$(O-e)^2$	$(O-e)^2/e$
94	102.85	78.32	0.761494
161	152.15	78.32	0.514755
27	18.15	78.32	4.315151
18	26.85	78.32	2.916946
		=	**8.508346**

Here, calculated value is 8.508346 and critical table value is 3.84 at 5% level of significance and for 1 degree of freedom. As calculated value is more than critical value, H_1 is accepted at 95% confidence level. As hypothesis H_1 is accepted, it means that there is significance difference between male and female employees in all the twelve aspects covered in the present study.

Using Z-test

$$= \frac{X - nP}{\sqrt{nPq}} = \frac{255 - 300 \times 0.95}{\sqrt{300 \times 0.95 \times 0.05}}$$

$$= \frac{255 - 285}{\sqrt{14.25}} \Rightarrow \frac{-30}{3.77}$$

$$\Rightarrow \quad -7.9575596$$

Here, calculated value is -7.9575596 and critical value is ±1.96 at 95% level of confidence. As calculated value is beyond the acceptance area value, H_1 is accepted. As hypothesis H_1 is accepted, it means that there is significance difference between male and female employees in all the twelve aspects covered in the present study.

RECOMMENDATION

- The training should be imparted to the Senior Customer Care Executives, Technical Support Officers, Team leaders and Managers based on the required competency gaps.
- The different level of management should conduct the training to polish the competencies required for the job.
- The competency mapping should be done after six months.

CONCLUSION

The competencies cover all the aspect which is needed to be there in an employee to do his job effectively. It was found that each and every employee at different job position requires competencies but of different level. Not only with organizational perspective these competencies are important but also for individual growth they play a very important role. The Managers lacked in initiative taking, team leaders lacked in managerial skills i.e problem solving, decision making and initiative taking and Customer Care Executives were lacking in Communication Skills which were found to be important parameters for the job. The Technical Support Officers lacked customer orientation, Communication Skills, Initiative Taking and Knowledge

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competencies. Also it can be concluded that there is significance difference between male and female employees in all the twelve aspects covered in the present study.

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