

COMPETENCY MAPPING OF EMPLOYEES: A ROADMAP TOWARDS THE SUCCESS OF AN ORGANIZATION

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ABSTRACT

What leads to the success of an organization? Well if we had discussed this issue few decades back, certainly our answer would be different. But if we discuss it in today's scenario, we can say with utmost confidence and illustrations that definitely it is the workforce engaged into the organization that leads to its success. Today's organizations have changed their approach and have become human centric and application of various dynamics have evolved the situation of manpower in the organization. In this paper we will discuss the various dynamics that affects the competency of employees keeping into consideration a number of factors like difference in gender, race, age, cultural diversity etc.

KEYWORDS: *Workforce, Competency, Gender Biasness, Leadership, Cultural Diversity.*

Introduction

Human resource development plays a vital role for any organization as the rate of success or growth is directly related to it. Any organization can either flourish or deteriorate because of its human resource. Thus it becomes crucial to have such a task force which leads to the success of the organization. Various evidence can be quoted which shows the skilled and competent people always prove to be efficient for any organization. Now an important aspect to be considered is what are the measures to define the variable which will define either the employee is competent or incompetent.

Background

The competency model is used for decades into the organizations but in recent years it is being used on a greater degree. The competency movement has been in use in business through the groundbreaking work of David McClelland (1973), Richard Boyatzis (1982), Spencer and Spencer (1993), and many others in the field (Ozcelik and Ferman, 2006).

Competency is the skill or capabilities required to do any work. In context of an organization it is the skill required to do the work with optimum caliber and efforts. Competency mapping is essential to identify and evaluate the overall knowledge and skills portfolio of its manpower. Thus it will simplify the tasks of organizations in context of evaluation of human performance, better human resource planning, employee retention and optimum utilization of human capital.

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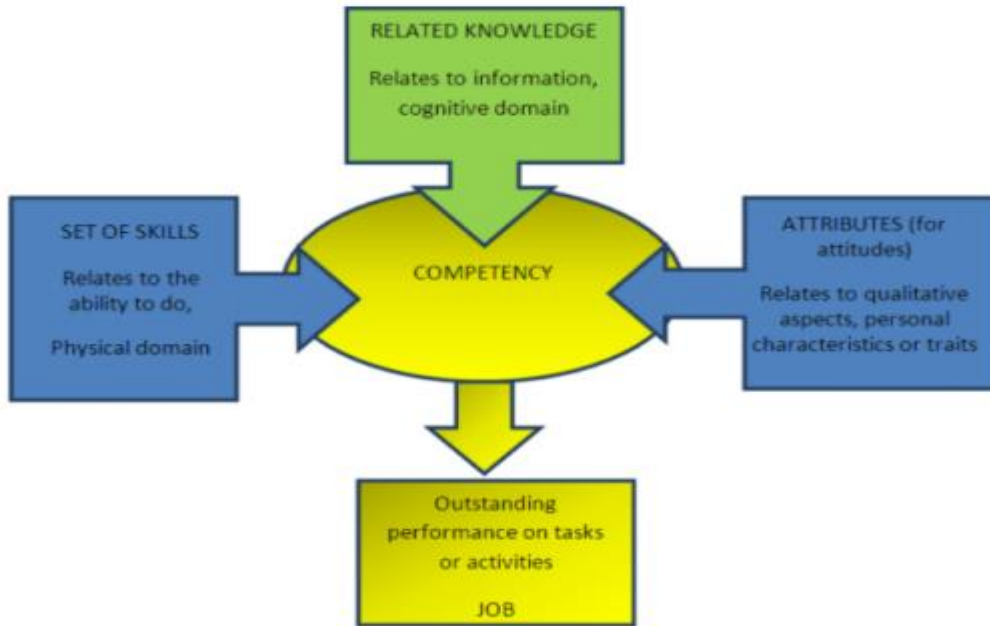
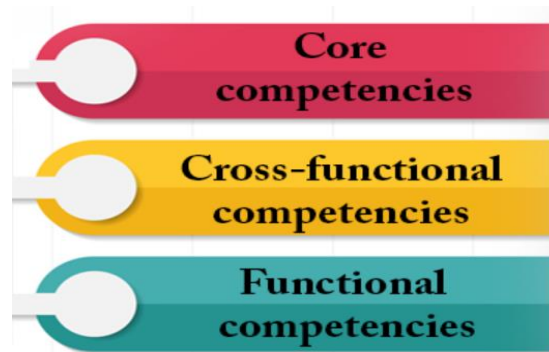


Fig. 1: Showing the Concept of KSA Framework of Competency

Types of Competencies

Majorly we can categorise them under three heads which are exemplified below:

- Core competencies
- Cross functional competencies
- Functional competencies



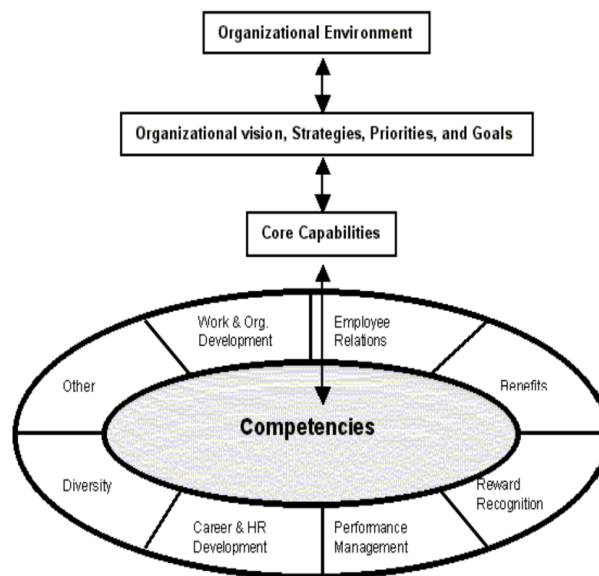
- **Core Competencies:** They refer to those capabilities of an organization that help it to build competitive advantage like planning, decision making, work standards, communication, team work etc. Thus they are in alignment of the organizational values.
- **Cross Functional Competencies:** Though they do not form the part of the core competencies directly but are must for the smooth functioning of the department and the organization as a whole like employee proficiency, computer user skill etc.
- **Functional Competencies:** These skills are required at regular basis to get the work done efficiently and effectively. Thus, it enhances the performance of the organization as a whole like risk analysis, data analysis, employee training etc.

Competency utility in HRM

Below illustrated are the areas where competency mapping is required and executed:

- **Selection:** To get the best person suitable for a job competency mapping is required as it identifies the gap between the existing potential and required potential and gradually fulfils this competency gap. Thus, it will lead to greater degree of employee satisfaction and retention.
- **Training and Development:** Through competency gap analysis, we can identify the different spheres where training shall be imparted to increase productivity and performance. Thus, the skills of an individual can be upgraded.
- **Compensation management:** Competency based compensation will help us to determine the actual work that an individual does and accordingly design fair and equitable pay system. This will help to retain the employees and act as a great motivator.
- **Career planning:** The organizations can review the competencies that are required at different levels and positions to get the work done effectively. Also with the proper analysis the organizations can identify various potential positions and prepare career plans for the employees accordingly.

Integration of Human Resource Practices



Within the organization, integration is done vertically and with each other it is done horizontally. Hence it links the individual's performance with that of organization's goals and mission.

Future Recommendations

Though the concept of competency is not new but it is also a harsh truth that nothing much has been done about it in the Indian context. Utility of competency based management in the different organizations need to be further explored as it will help in improving and gaining insight of the concept which in turn will help the organization in enhancing their performance as well as that of its employees. Thus we can conclude that for the sustainable development of an organization, the competency mapping of the employees must be done with utmost care and formulating proper strategies.

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