

## **A Study on Competency Mapping in It Industry - and Organisational Development**

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### **ABSTRACT**

Competency mapping is a key human resources management tool in modern business organizations. It becomes all the more important in service industries where the success of the firm depends solely on the competencies and motivations of its employees. Human resource management is a process of bringing people and organizations together so that the goals of each Other are met. Through proper competency mapping high skilled and knowledge based jobs are increased. Human resource development aims at constantly assessing competency requirements of different individuals to perform the job assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization. Hence an attempt has been made to analyse the link between competency mapping and human practice in the organization. Further efforts have also been made to know the impact of competency mapping on individual and team and to know the impact on training provided to the employees.

**Keywords:** Competency scores, Job performance skills, Communication skills, Team work, Leadership skills, Personal qualities

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### **I. INTRODUCTION**

Competency mapping has been one of the most effective tools of Human Resources Management, especially in the area of performance management, training and development. As work based competencies have come to define job expectations and enable greater synthesis between jobs, roles and performance, competency

Mapping has become synonymous with organizational learning. The buzz around competencies has accentuated of late, drawing primarily from the context of the inevitableness of multi-skilling and knowledge management where shared competencies and continuous development ensure organizational learning. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to achieve. High efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector. They try desperately to improve the efficiency of their system. All the methods and approaches for improving the performance and efficiency of their operations points to a basis key factor – “Skill and Competency. Skills and competency, therefore, becomes a focal point of companies, Which aims at improving their performance. The present study attempts to address some of these major issues. Towards this end, the study has attempted to measure the range and strength of the competencies possessed by the managers in the Indian Information Technology companies. Further, the study has also attempted to identify the gaps, if any, existing between the competencies that need to be ideally possessed and actually possessed by the managers. The purpose of such an attempt is to provide a sound. Basis for building a plausible competency development framework by which the competency gaps are filled and the Indian IT companies achieve a higher status of competency based HR function. A general classification of competencies as Relevant for the IT industry has been developed for the purposes of setting the backdrop for the present study. For this purpose a list of desirable competencies has been distilled from employer surveys published by eminent national 2 associations, universities and research groups.

- Technical Skills- utilize computer software& hardware, web and financial resources
- Communication Skills-oral & written
- 3. Teamwork Skills- works well with others, flexible, adaptable
- Leadership Skills-communicate vision, action orientated, influence/motivate others, enthusiastic
- Personal Qualities-relates well to others,
- self-confident, tactful, friendly, outgoing, sense of humor, problem-solver, detail oriented, organized, creative, strategic

### **Competency mapping**

Competency for the job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of the internal as well as external customers and stake holders. The competency framework serves as the bedrock for all human resource applications. As a result of competency mapping, all the human resource processes like talent induction, management development, appraisals and training yield much better results. The job competency is divided into following elements:

### **Elements Competency or Task Competency**

It is an ability to do a particular type of task. A job consists of many different types of tasks, thus requiring different elemental competencies. The elemental competencies can be standardized, precisely differentiated, developed into a model across the organization and are easier to identify, study, understand map assess and develop.

The examples for the elemental competencies could be communication skills, business skills, achievement orientation or drive, decision making, analytical skills like the same.

### **Behavioural Indicators**

The overall competency requirement for a job need to be understood in terms of elemental competencies, which depend upon education, knowledge, training, experience, technical and non-technical skills, attitude, personal skills like the same. Some of these attributes are difficult to objectively assess and measure. However, persons with high competency for a particular task demonstrate certain logically associated behaviour which can be used to identify the factors that make the person highly competent for the task. Competency mapping is one of the most important developments for human resource function. It provides much needed objective to HR practices and HR linked activities. Now the assessment role of HR has changed from support function to core function with the help of competency mapping. With the competency, based HR systems and programmes, HR function can directly contribute to organizational effectiveness.

By mapping the competencies, following functions can be performed effectively and efficiently. Thus, the competency can be used for the following applications:

- Candidate Appraisal for the purpose or recruitment
- Potentials appraisal for promotion and functional shifts
- Employee training need identifications
- Employee performance diagnostics
- Employee self development initiatives
- Retention strategy

### **Competency Assessment**

After the competencies of a job are determined and the jobs are allotted to the candidates based on their competencies, it becomes necessary to evaluate the performance of the candidate. In order to assess the effectiveness of competency based recruitment and the productivity of an individual it becomes indispensable to assess the Competencies of the individual periodically Competencies are nothing but the skills and qualities of an individual. Thus it cannot be assessed easily due to their subjective nature. However, efforts have been made to assess these qualities using various tools. There are a number of ways to assess competencies.

### **Assessment methods**

Vary in degrees of precision, complexity and time and effort to administer. An actual assessment will provide much more useful information for determining the number of those available and capable of fulfilling future functional requirements. It

will give good information as to what extent recruitment, training and other strategies need to be deployed to address workforce gaps and surpluses. One way of determining actual competencies is to conduct a general assessment of employees using a checklist of the future desired competencies that have been identified through the demand forecast. Competency Assessment information can also be obtained through existing tools such as the Employee Development & Performance Plan (EDPP), Management Development & Performance Plan (MDPP) and the META360 degree assessment tool for managers. Though there are many assessment tools, among them Assessment centre and 360 degree feedback system are most popular and widely adopted.

## **II. OBJECTIVES OF THE STUDY**

- To study the concept of Competency mapping in general.
- To analyses that link between Competency mapping and human practices.
- To study the impact of competency mapping on individual and team growth.
- To study the impact of Competency mapping on training provided to the employee

## **III. REVIEW OF LITERATURE**

R. Sugumari Assistant Professor, Department Of Commerce (Unaided), D.K.M.( 2014)College For Women, (Autonomous), Vellore, Tamil Nadu S. Rupa (Alias) Andal Assistant Professor, Department Of Commerce (Unaided), D.K.M. College For Women, (Autonomous), Vellore, Tamil Nadu. Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Through proper competency mapping high skilled and knowledge based jobs are increased. Human resource development aims at constantly assessing competency requirements of different individuals to perform the job assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization

Sateesh.V.Shet Visvesvaraya Technological University Belgaum, (2017) Dr. S. V. Patil School of Management Studies & Research KLE Technological University Hubli,, This paper reports the findings of a study examining the relationship between “Competency Based Human Resources Practices” and “Organisational Productivity”. Design / Methodology / Approach - Competency Based HR Practices, Organisational Productivity

Dr. J. K. Raju Dr. Chaya Bagrecha Prof. Ravi Kumar C. MARCH (2014) Competency Mapping in it Industry - A Roadmap for Future Competency mapping is a key human resources management tool in modern business organizations. It becomes all the more important in service industries where the success of the firm depends solely on the competencies and motivations of its employees.

Ms Neha Sharma Asst Professor, Amity University Noida Dr Kavita Khanna Asst Professor, Amity University Noida(JAN 2015)Competency Mapping Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives

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### **Scope of the Study**

The study analyses the skill level of IT Professionals in the organization, so that the training needs can be found out. The study could also provide an insight to the staff's multi-skill level.

### **Process of Competency Mapping**

Effective organization helps their employees by developing their career growth by giving technical support.

Success of many organizations lies in the area of Training, Learning and Development that builds employer employee relationship

## **IV. RESEARCH METHODOLOGY**

### **Research Design**

A Research Design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research is a descriptive research, as it includes surveying and fact-finding. The research was not done before for the organization. The research was supposed to explore details for further studies. Competency analysis begins with identification of the workforce competencies required to perform the organizational business activities. Once the competencies are identified, a 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 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, and activities like planning career development and coordinating competency development.

Sampling Method: Census survey was adopted for the study. As it was census sampling, the entire population was taken for conducting the research. Hence no sampling tool/technique was used to choose the elements of the sample.

### **Data Source**

**Primary Data:** The first hand primary data was collected through questionnaires.

**Secondary data** The secondary data was collected through the websites research papers, journals

**Analysis :** Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively

### **Role of Competency Mapping**

Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competencies are derived from specific jobs within the organization and are grouped into categories like strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc.

## **V. CONCLUSION**

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioural competencies of an individual in an organization. Competency mapping should not be seen as rewards. All the stakeholders must see in the exercise an opportunity for long-term growth. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

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