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RELEVANCE OF COMPETENCY MAP IN SERVICE SECTORS

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Abstract- Rise in literacy creates a pool of candidates with different competencies. Modern organisations are facing many challenges to employ the right person at the proper place. Since organisations have specific positions and they require specific skills in the employees, the concept of recruiting a competent workforce may become a prominent subject in the context of recruitment. On the other hand, in todays' scenario having a competent workforce is organisational strength at strategic point of view.

Present paper is an attempt to provide an aid to recruiters by recruitment of competent workforce through developing a competency map for each of the positions. To achieve the objectives, the researchers have collected secondary data from various national and international journals, published reports, books, newspaper articles and websites of the organisations where competency based recruitment is followed. Researcher has applied relevant statistical tools and qualitative tools to analyse the gathered data.

Keywords- Competency based recruitment, competent workforce, Competency map and Competency mapping etc.

1. INTRODUCTION

Recruitment and selection is continuous process in organizations independent from its scale of operations. This process requires a lot of time of recruiters in maintaining portfolios and recording information of all employees in the organization. In current scenario, people tend to switch over another opportunity in a very short period of time. Low motivation of employees towards work and low level of satisfaction is the main reason behind it. Employees do not involve emotionally with any organization's goals in order to serve their own goals and other requirements of life. This change in employees makes the job of an HR recruiter challenging in comparison to past.

To overcome this problem many HR practices are introduced for recruitment of determined and competent workforce so that employees took their interest in organizational goals too. Recruitment of competent workforce using competency mapping as a tool for selection of an employee may result in positive.

Boyatzis (Hay Group, 1982) defined competencies as 'those underlying characteristics of an employee – motive, trait, skill, aspects of one's social image, social role or a body of knowledge, which can result in effective and/or superior performance in a job or role'.

A competency is any knowledge, skill, trait, motive, attitude, value or other personal characteristic that:

- is essential to perform a job (Threshold Competency).
- differentiates typical from superior performers (Differentiating Competency).

Department of Personnel Training, GOI

1.1 Competency Map

A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.

1.2 Competency mapping-

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 one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence (EI) or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making.

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 highest quality work. Competency mapping can also be done for contract or freelance workers, or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. Competency mapping also requires some thought, time, and analysis, and some people simply may not want to do the work involved to sufficiently map competencies. Competency mapping alone may not produce accurate results unless one is able to detach from the results in analyzing past successes and failures. Many studies indicate that people often overestimate their abilities, making self-competency mapping results dubious. The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. They may need to hire someone who can be an

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effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one's competencies can give one a competitive edge in the job market. Usually, a person will find themselves with strengths in about five to six areas. Sometimes an area where strengths are not present is worth developing. In other cases, competency mapping can indicate finding work that is suited to one's strengths, or finding a department at one's current work where one's strengths or needs as a worker can be exercised.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies.

However, competency mapping can ultimately serve the individual who decides to seek employment in an environment where he or she perhaps can learn new things and be more intellectually challenged. Being able to list competencies on resumes and address this area with potential employers may help secure more satisfying work. Competency also means the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes that are described in terms of specific behaviours, and are demonstrated by superior performers in those jobs or work roles. Attributes include personal characteristics, traits, motives, values or ways of thinking that impact an individual's behaviour. Competencies in organizations tend to fall into two broad categories:

- Personal Functioning Competencies. These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviours).
- Functional/Technical Competencies. These competencies include specific success factors within a given work function or industry.

2. REVIEW OF LITERATURE

"Competencies can be motives, traits, self-concepts, attitudes or values, content knowledge, or cognitive or behavioural skills- any individual characteristic that can be measured or counted reliably and that can be shown to differentiate significantly between superior and average performers, or between effective and ineffective performers"(Spencer & Spencer, 1993, p. 4).

"A mixture of knowledge, skills, abilities, motivation, beliefs, values, and interests." Fleishman, Wetrogen, Uhlman, & Marshall-Mies, (1995).

Mirabile, (1997) has established that knowledge, skill, ability, or characteristic were associated with high performance on job.

Green (1999) has indicated that a written description of measurable habits and personal skills are used to achieve work objectives.

"A descriptive tool that identifies the skills, knowledge, personal characteristics, and behaviour needed to effectively perform a role in the organization and help the business meet its srtrategic objectives." Lucia and Lespinger (1999).

Bergenhenegouwen et al. (1996) argue, in the managerial context, that managers must possess both a range of personal competencies and task competencies to perform effectively. They must also possess the vision to encourage the development of personal and task competencies among subordinates.

Currie et al. (1995) posits that competency models fail to provide a weighting system, which would allow organisations to prioritise competencies. Consequently, all competencies carry equal importance. A production manager may be more focused on task-oriented competencies, whereas a sales manager may be more concerned with enhancing person-oriented competencies.

Van der Wagen (1994) highlights the importance of person-oriented competencies in the service industry, which is heavily dependent on customers and service quality. This led her to suggest that the focus of future research should be on the development of competency frameworks for industry segments.

In an increasingly competitive business environment, with decreasing promotional opportunities, job rotation strategies allow employees to increase their skills, knowledge and experience and increase their marketability in the external labour market (Greenhaus et al. 1994).

Against above background efforts have been made to study the importance of competency map, its use and role in recruitment process and effective, fruitful HR departments in corporate as well as public service domains.

3. RESEARCH METHODOLOGY

For this purpose various journals, magazines, books, previous research papers, news, articles and websites of organizations where competency maps used for recruitment such as Indian Civil Services, J.K. Cement, Hero Moto Corp etc. have been studied.

J. K. cements India is using competency maps for each of the supervisor and managerial posts. J. K. Cement has developed a set of 21 competencies such as record keeping, team spirit, retention, information management, strategic orientation and problem solving etc. divided into five levels from basic knowledge to expertise.

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American Medical Systems (AMS) have also developed competency maps for each of the posts but ground level. They divided competencies in four major areas of application that are staffing, appraisal, training and organisational development.

Indian Civil Services have also developed competency maps and a competency dictionary with respect to job hierarchy and line of authority. They defines 25 competencies dived into four clusters called ethos, ethics, equity and efficiency.

Apart from these organisations IOCL, Public Services Commission, Kendriya Vidyalaya Sangathan, DRDO, ISRO, Hero Moto Corp and ONGC etc. are using competency maps for human resources development in India.

On the basis of above parameters, researchers have framed out the importance of competency map and its role in recruitment. First of all the importance has been discussed and its role later. It is presented in three terms i.e. why competency mapping is necessary, how it can help the overall HRD process of an organisation and how to map competencies.

3.1 Why competency mapping is necessary?

In this age of cut throat competition, companies around the world are looking for that one thing that could give them the edge. And over the period of time they have come to realize that the advantage that they were looking for are their employees. The human factor in companies is way beyond important now as the companies have come to realize that a fighting fit work force with the correct amount of motivation would do the wonders that could not even be done by plain miracles.

The need of competency mapping for –

- Strengthening HR process and improving talent management process through integration of common practices. This could include using competencies to create more powerful recruiting and selection tools and/or training and career development grounded in the specific skills and competencies needed for success in a given organization.
- Achieving cultural integration and organizational alignment to maintain cohesion and alignment following a disruptive organizational change such as merger/acquisition activity, divestiture or downsizing. This typically involves using an organization-wide "core competency model" to give employees a clear, explicit picture of behaviours that the future organization will require for success and will expect in organizational members and leaders.
- Improving operational effectiveness and building a competitive edge by strengthening core operations. This entails using function-specific or job-specific competency models to "raise the bar" by identifying and reinforcing the behaviours that lead to top performance rather than simply evaluating behaviours required for average performance.
- Driving organizational change. The change is the way an organization operates in a new business, new markets, new technologies, etc. This involves creating competency models for selection and development that define the future. It also involves identifying the skills and competencies needed in the new venture area that are not present in abundance in the current employees, traditional business, market or technology (Daniels, Erickson, & Dalik, 2001 pp. 70-77).

3.2 How can it help the overall HRD process of an organization?

Competency is a vehicle for organizational HRD applications such as:

- Defining the factors for success in jobs (i.e., work) and work roles within the organization.
- Assessing the current performance and future development needs of persons holding jobs and roles.
- Mapping succession possibilities for employees within the organization.
- Assigning compensation grades and levels to particular jobs and roles.
- Selecting applicants for open positions, using competency-based interviewing techniques.

3.3 How to map competencies?

Competency mapping can be done with the help of information of the organisational vision, mission, objective, line of authority, organisational structure, channel of command, job descriptions, proficiencies, level of work knowledge and ability to enhance.

It is quite tedious process but its scope leads HR professionals to invest time into it. It requires only review time to time and keeping up-to-date according to the requirements of the organisation. Steps determined by HR professionals for mapping competencies are mentioned below:

Step 1: First of all list all the positions and proficiencies for each position within organization.

Step 2: Now build a competency dictionary for organization and divide it into various levels of knowledge, skill and ability (KSAs) from basic to proficiency.

Step 3: Make a set of competencies for each of the position (using competency levels from competency dictionary developed for the organisation).

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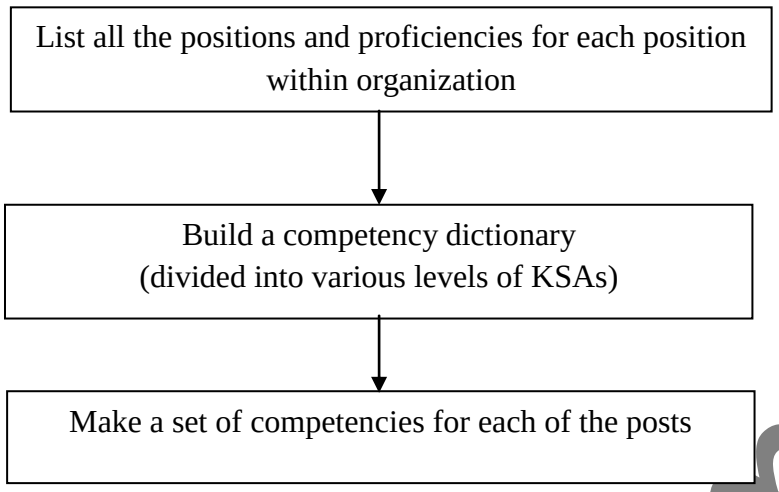

Fig. 3.1Steps to Competency Mapping

CONCLUSION

From above description it is concluded that the competency mapping is a tool to enhance recruiters in order to maintain a competent workforce in the organisation through continuously recording of employees KSAs and matching them with the competency dictionary and relevant position for the employee.

The competent workforce is a key factor for success of any organisation and in the current scenario of day-to-day increasing competitive arena and technological advancements, a workforce that is capable to increase their knowledge, skills and abilities has a competitive edge for the organisation.

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