

COMPETENCY MAPPING: A GAP ANALYSIS

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ABSTRACT

Objective: 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 resources. The ability of companies to effectively carry out competency based human resources management. HRM is becoming more and more crucial for their survival which are important to address with the changing nature of organizations. We tested to what extent competency mapping would help in analyzing the gap in required skill and could be worked upon improve the level of competency. **Method:** The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed. **Conclusion:** The manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. **Implications:** The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives. **Originality/value:** Explains how and to what extent competency mapping facilitates the organization to function effectively.

INTRODUCTION

Competency Mapping is a process of identifying key competencies for a company or Institution and the jobs and functions within it. Competency required for a particular job depends on many factors. The factors include social culture, nature of the business, business environment, organizational culture, work environment, organizational structure, duties and responsibility, nature of processes and assigned activities, attitude and motive of colleagues, superior and subordinates. Some of these factors may change with time and thus changing competency requirements for the same job position in the organization. Unlike other resources, human being is the only asset that can appreciate with useful inputs. It is one such asset that adds value to itself with respect to time. And therefore it is considered as a resource that can be cultivated by the manure of training and development. Competencies can provide the logic for designing an organization that will enable human resources to continually add value to its firm.

COMPONENTS OF COMPETENCY

There are four major components of competency:

1. **Skill:** capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.

2. **Knowledge:** Understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job, such as knowledge of policies and procedures for a recruitment process.
3. **Personal attributes:** inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.
4. **Behavior:** The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured. (Sahu2009)

NEED OF COMPETENCY MAPPING

The competency mapping is required to reinforce corporate strategy, culture, and vision. Competency Mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention. It increases the effectiveness of training and professional development programs by linking them to the success criteria (i.e., behavioral standards of excellence). It provides a common framework and language for discussing how to implement and communicate key strategies. It provides a common understanding of the scope and requirements of a specific role. It provides common, organization-wide standards for career levels that enable employees to move across business boundaries. Competency Mapping identifies performance criteria to improve the accuracy and ease of the hiring and selection process. It provides a clear foundation for dialogue to occur between the manager and employee about performance, development, and career-related issues. Competency Mapping identifies the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role. It supports a more specific and objective assessment of their strengths and specify targeted areas for professional development. Seema (2007). The competencies are divided into three categories:-

- Technical or Functional Knowledge.
- Managerial Skills
- Human Attributes

A. **Technical or functional:-**

- **Business Awareness-** Sets of attributes required to take business decisions for achieving business objectives.
- **Organizational Awareness-** Should have sound knowledge of basic facts of business such as short-long term goals, product knowledge, and the roles and relationships between various departments.
- **Technical Skills-** In depth functional Knowledge to perform the responsibilities of the job.

- **External Awareness-** Should have sound knowledge of the various market dynamics, the new policies of the govt. regarding the industry, competitor's strategies.

B. Managerial skills:-

- **Customer oriented-** Ability to identify, meet & exceed the customer expectations.
- **Planning Skills-** Attribute required for understanding interrelationships and requirements of different activities to be performed achieving the desired objectives.
- **Cross Functional Perspective-** Attribute required for understanding your own job in relation with other functions within the organization.
- **Concern For Excellence-** Should be able to bring out best in team work, relationship with people in the organization.
- **Judgment-** Should be able to make quick, logical decisions in uncertain, ambiguous situation calling for high level of intuitive/judgment.
- **Leadership-** Attribute required taking responsibility for accomplishing the desired objectives.
- **Delegating and supporting organization- subordinates for coordination. -** Attribute required enabling the subordinates to be effective in the assigned job and contribute to the organization.
- **Risk Taking-** Ability to own up & take steps to implement it successfully.

C. Human Attributes:-

- **Communication-** Ability to communicate & convey messages to everyone in the organization in a succinct manner. Should have good written and oral skills.
- **Team Working & Interpersonal Effectiveness-** Attribute required to impact group or team working achieving the team objectives.
- **Integrity-** Should say what one can and commit what one can deliver.
- **Transparency** and directedness in dealing with others.

LITERATURE REVIEW

(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 delve 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. Meanwhile, he stressed that disciplined approach to career growth will enhance the organization's performance. Along with these growths is career planning for health leaders that would set as innovative strategies for development, the author believes.

OBJECTIVES OF STUDY

- To identify the technical, managerial and human competencies required for the job.
- To measure the gap in required and existing level of competencies and recommend solution to develop it.

RESEARCH METHODOLOGY

Sample size

The sample size of the study was three managers from three different level of management.

Tools: The data was collected with the help of questionnaires and gap was analyzed in the competencies.

DATA ANALYSIS

Designation: Deputy Manager

A. Technical or Functional Knowledge

Table 1 : Technical or Functional gap analysis

Competency	Required	Existing	Gap
Business Awareness	5	5	0
Organizational Awareness	5	5	0
Technical Skills	5	4	-1
External Awareness	5	5	0

The employee working as Deputy Manager meets the required competency level in the functional knowledge but lacked in technical skills.

B. Managerial Skills

Table 2 : Managerial Skills' gap analysis

Competency	Required	Existing	Gap
Customer oriented	5	5	0
Planning Skills	5	5	0
Cross Functional Perspective	3	4	1
Concern For Excellence	4	5	1
Judgment	4	4	0
Leadership	4	4	0
Delegating and supporting organization- subordinates for coordination.-	4	4	0
Risk Taking	4	5	1

In case of parameters cross functional perspective, concern for excellence and risk taking ability gap was found between the required and the existing level. Hence employee exceeds in these three parameters than what is required at this level which is a positive sign. The employee meets the level required competency level on other parameters.

C. Human Attribute

Table 3 : Human Attributes' gap analysis

Competency	Required	Existing	Gap
Communication	5	5	0
Team Working & Interpersonal Effectiveness	5	5	0
Integrity	5	5	0
Transparency	5	5	0

No gap was found between the required and the existing competency level for the employee working at this level. The employee working as Deputy Manager meets the required competency level.

2. Designation: Senior Manager

A. Technical or Functional Knowledge

Table 4 : Technical knowledge gap analysis

Competency	Required	Existing	Gap
Business Awareness	4	5	1
Organizational Awareness	4	4	0
Technical Skills	4	4	0
External Awareness	5	5	0

The manager has excellent business awareness and exceeds the required level but has gathered the required level for all other competencies.

B. Managerial Skills

Table 5 : Managerial skills gap analysis

Competency	Required	Existing	Gap
Customer oriented	5	5	0
Planning Skills	5	4	-1
Cross Functional Perspective	4	4	0
Concern For Excellence	4	5	1
Judgment	5	5	0
Leadership	4	4	0
Delegating and supporting organization	5	4	-1
Risk Taking	4	4	0

The manager lacks planning skill then what is required for his job. Also he is short of delegating and supporting role for subordinates but meet the required level of other competencies. Training was required to enhance his planning skills as well as delegating and supporting skills.

C. Human Attributes

Table 6 : Human Attributes' gap analysis

Competency	Required	Existing	Gap
Communication	5	5	0
Team Working & Interpersonal Effectiveness	5	4	-1
Integrity	5	5	0
Transparency	5	5	0

The manager lacks in team working and interpersonal skills then what is required at his level. Training has to be given to enhance his team working skills to meet the required level.

3. Designation: Jr. Manager

A. Technical or Functional skill

Table 7 : Technical knowledge gap analysis

Competency	Required	Existing	Gap
Business Awareness	3	4	1
Organizational Awareness	4	4	0
Technical Skills	3	2	-1
External Awareness	3	2	-1

The manager lacks in technical knowledge what is required at this level and also lacks in external awareness then what is required at his level, but good at organizational awareness.

B. Managerial Skills

Table 8 : Managerial skills gap analysis

Competency	Required	Existing	Gap
Customer oriented	4	4	0
Planning Skills	3	4	1
Cross Functional Perspective	3	5	1
Concern For Excellence	4	4	0
Judgment	3	4	1
Leadership	3	2	-1
Delegating and supporting	2	4	2
Risk Taking	4	5	1

The manager in need of leadership skills then what is required at this level. In rest of the competencies the officer exceeds the required level. Training is required to enhance his leadership skills.

C. Human Attributes

Table 9 : Human Attributes Gap analysis

Competency	Required	Existing	Gap
Communication	3	4	1
Team Working & Interpersonal Effectiveness	5	4	-1
Integrity	4	4	0
Transparency	5	5	0

The manager lacks in the team working and interpersonal skills then what is required at this level. He exceeds the required communication skills and meets required level of all other competencies.

CONCLUSIONS

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 higher level lacked in functional competencies, middle level was short of managerial skills and a first level manager was in the need of human skills. The competencies which are lacking in deputy manager are technical skills but exceeding in cross functional, concern for excellence, risk taking and all other competencies are meeting the required level. The senior managers lack in business awareness, planning skills, delegating and supporting the subordinate, team work, interpersonal skills but exceed the concern for excellence and rest other competencies were up to the mark. The junior manager was short of technical skills, external awareness, leadership, team effectiveness and interpersonal skills but was excellent in planning and risk taking.

RECOMMENDATION

- The training should be imparted to the managers based on the required competencies.
- 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.

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