COMPETENCY MAPPING MODEL FOR HR PROFESSIONALS IN INDIA

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ABSTRACT

As the HR profession has increasingly earned its seat at the strategic table and become a business partner, the need to develop the foundational competency has become more pronounced. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively for all HR jobs. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. 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. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization.

This paper is an attempt to develop a competency mapping model for HR professionals in Indian context. At the top of the competency model are five roles, or lenses, through which HR practitioners can view the model: Strategic partners, Administrative experts, Employee champions, Change agents and HR experts.

KEYWORDS: Competencies, Competency Mapping, Competency Mapping Model, Competency Management, HR Roles

INTRODUCTION

Competency mapping analyzes individual’s SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Companies are vastly shifting their approach of having multi-skilled employees with knowledge of only one skill. Companies are interested in knowing the present skill level of their employees so that training can be given to improve their performance. The competence approach focuses on linking business strategies to individual performance efforts. It also encourages employees to develop competencies which can be used in diverse work situations rather than being boxed into the job. Development of employees focuses on enhancing their competencies rather than preparing them for moving to jobs. In this way they can develop capabilities useful throughout the organization as it changes and evolves.

Competency models thus not only help the organizations in providing a “Blue print” for the entire gamut of behavior that produce excellent performance but can also provide an important and useful tool to guide individual development.

STATEMENT OF THE PROBLEM

It appears necessary to investigate if a difference exists in job competency expectations held for their employees between the required competency levels to the existing level of working. Research indicates that the closer of the employer job competency expectations i.e, the required competency level to the actual job competency level of the employees brings the better chance for productivity improvement, waste elimination, multi skill development and the higher employees will rate overall job satisfaction.
In order to ascertain accurate and current job competency expectations i.e., the required competency to work in a particular industry, professionals, supervisors and production heads are asked to rate the importance of the specific job competencies for the workforce. The managers are asked to list the required competency to perform a job and they were also asked to fix the required level of competencies in the specific competency. Thus Competency models are prepared.

MAIN OBJECTIVES

- To map the competencies for the professionals in HR departments in India.
- To develop the competency mapping model for employees in a particular industry.
- To find out the ranking of competencies required for different HR roles.

CONCEPTUAL FRAMEWORK

The competency model has five roles, or lenses, through which HR practitioners can view the model:

**Strategic Partners** translate business strategy into action. Building new organizational capabilities call for performance management programs aligned with the desired outcomes.

**Administrative Experts** improve processes, apply the principles of reengineering business processes to human resources processes, rethink value creation, rethink how work is performed, and measure human resources results in terms of efficiency (cost) and effectiveness (quality).

**Employee Champions** listen and respond to employees and find the right balance between demands on employees and resources available to employees. They promote employee contributions.

**Change Agents** understand the theory and apply the tools of change. They serve as catalysts for change, facilitators of change, and designers of systems for change.

**HR Experts** are the technical specialists and they deal in areas like recruitment, selection, training, performance appraisal etc.

To perform these roles, HR professionals must possess a set of competencies, which are divided into 6 categories. HR jobs have different role to play and each role requires different dimensions of behavior, to achieve a particular outcome as explained in Figure 1.

<table>
<thead>
<tr>
<th>Five HR Roles</th>
<th>Five Competency Groups</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic partners</td>
<td>1. Analytical</td>
<td>Foresee future challenges</td>
</tr>
<tr>
<td>2. Administrative experts</td>
<td>2. Technical</td>
<td>Developing individual capabilities</td>
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<tr>
<td>3. Employee champions</td>
<td>3. Leadership</td>
<td>Achieving organizational</td>
</tr>
<tr>
<td>4. Change agents</td>
<td>4. Interpersonal</td>
<td>Increase in efficiency</td>
</tr>
<tr>
<td>5. HR Experts</td>
<td>5. Business</td>
<td>Training Need Assessment</td>
</tr>
</tbody>
</table>

**Figure 1: Conceptual Framework**
RESEARCH MODEL

![Competency Mapping Model for Increasing Efficiency](image)

Figure 2: Competency Mapping Model for Increasing Efficiency

WHAT METHODOLOGY IS USED?

The following methods are used in combination for competency mapping:

- Questionnaire, Use of Job descriptions, Performance Appraisal Formats etc.

STEPS INVOLVED IN COMPETENCY MAPPING

The steps involved in competency mapping to identify the key competencies for an organization and the job within the function

- Identify the department for mapping.
- Identify the structure of the organization and select the grades & levels.
- Job Description from individuals and departments.
- Conducting Semi-Structured interviews.
- Collecting interview data’s.
- Classify the required Skill list.
- Identify the skill levels.
- Evaluate identified competencies and skill levels with immediate superiors and other heads of concerned departments.
- Preparation of Competency calendar.
- Mapping of Competencies.
- Development of competency model.

CONCLUSIONS

- There is a strong and positive relationship between possession of competencies and successful job performance. This can be explained by the fact that HR jobs have different role to play and each role requires different dimensions of behavior.
- Thus, competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers.
• Future research may examine different factors of competency model for different needs of the industry and can find out that there any consensus for the factors of competency model that we can arrive for the same industry.

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