



Sheila Raheja School of Business Management & Research

# Competency Mapping

*Competency Based HRM and Performance Management*

*By*

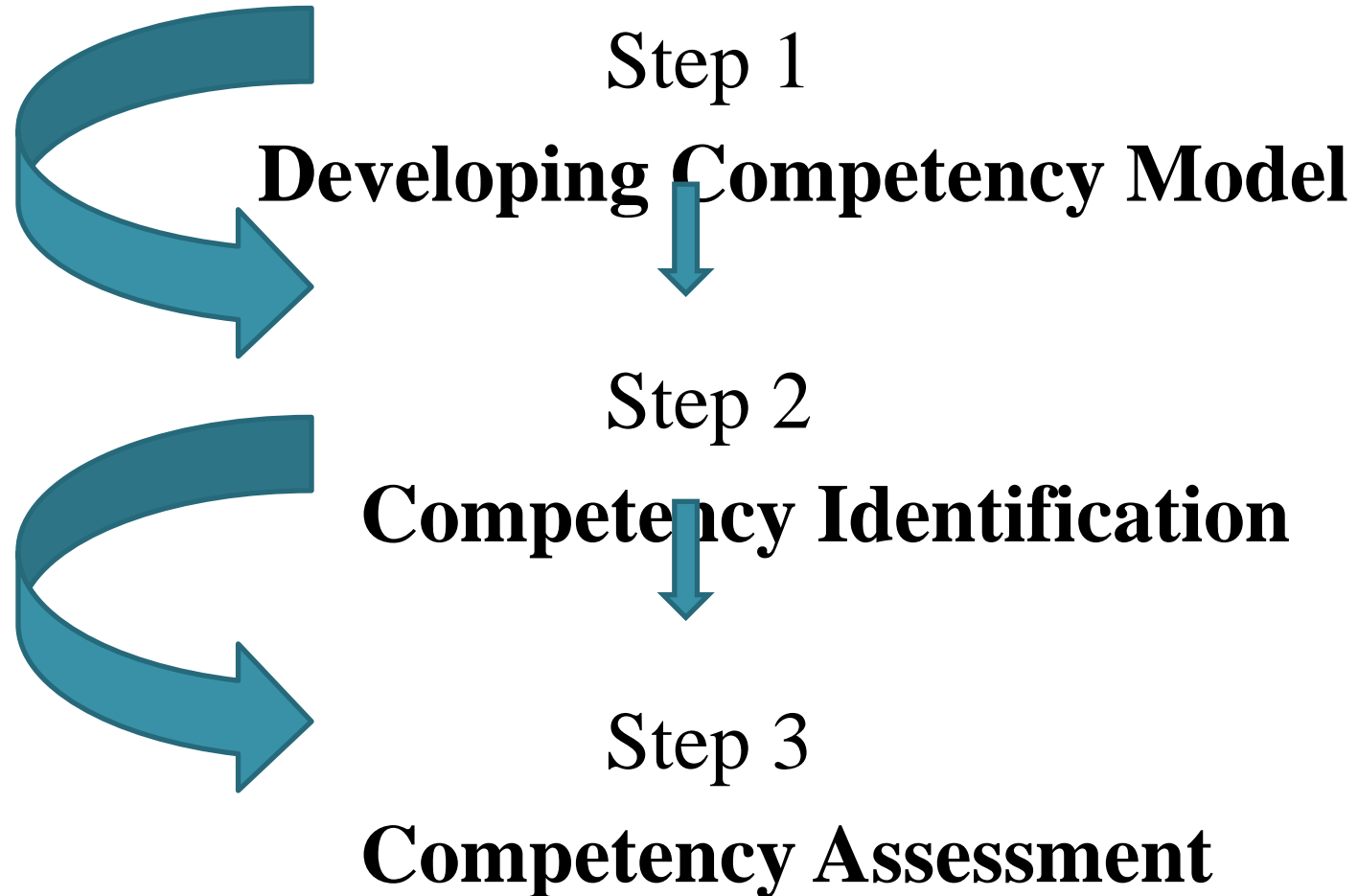
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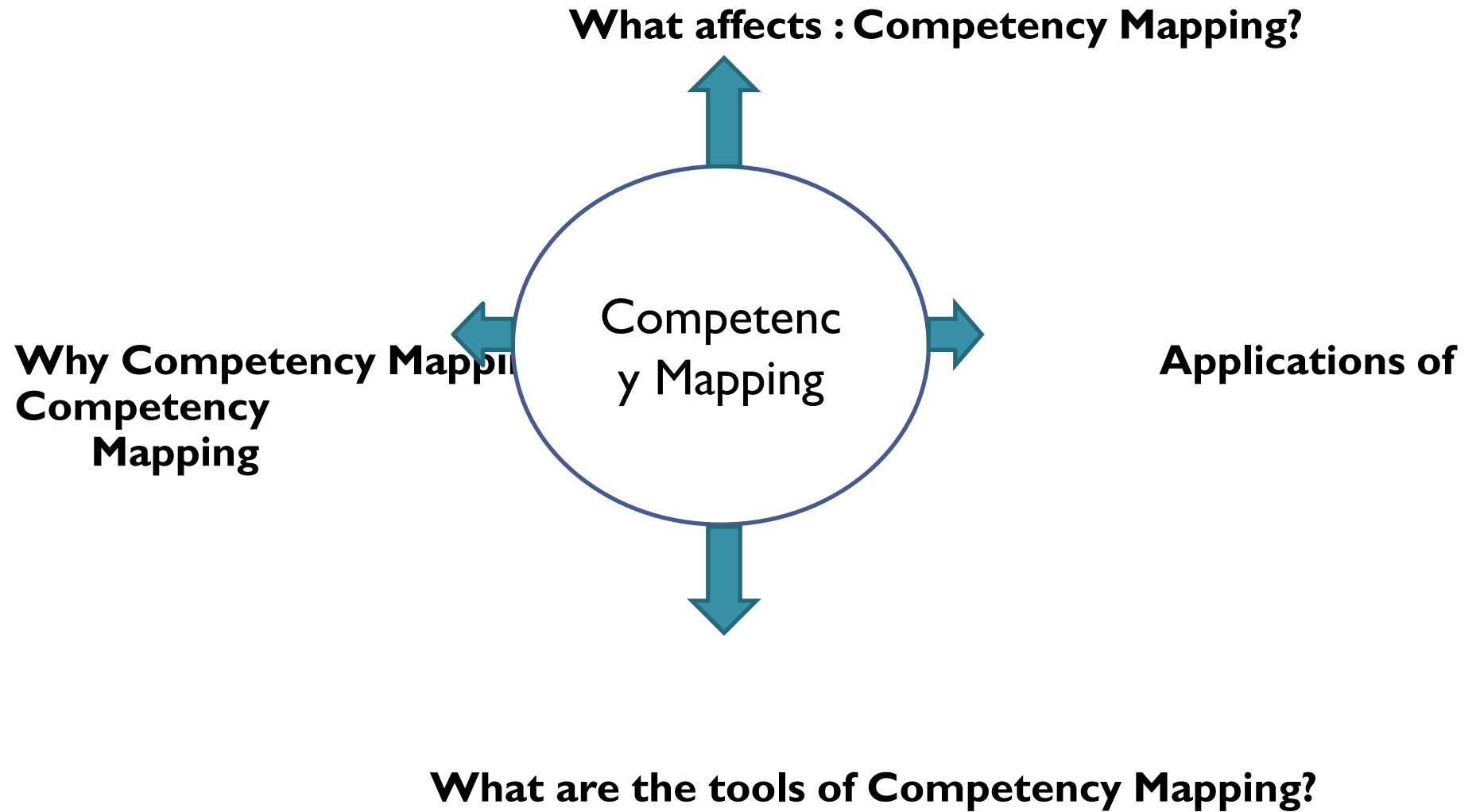
# Competency Mapping Process

- It is the process which involves following three steps:



# Aspect of Competency Mapping

- What does affect Competency Mapping?
- What does necessitate Competency Mapping?
- What are the tools for Competency Mapping?  
(Competency Identification and Competency Assessments)
- What are the applications of Competency Mapping?



## **What Affects : Competency Mapping?**

- Management Philosophy
- Customer Requirements
- Business Needs
- Business Process

## **Why Competency Mapping?**

- Right Sizing
- Quality Manpower
- Higher Performance Organizational core Competence

# Applications of Competency Mapping

- Recruitment
- Placement
- Development
- Performance Management
- Career Planning
- Succession Planning
- Reward
- Job Redesign

# What are the tools of Competency Mapping?

## Competency Identification

- Benchmarking against superior Performers
- By Self and Superior
- By HR Specialist
- Job experts/Subject Matter Specialists
- Psychologist
- Industrial Engineers
- Task Analysis Workshop
- Questionnaire
- Interviews
- Group Work
- Critical Incident Technique

# Competency Assessments

- Self and Superior Assessment
- 360 Degree Feedback
- Assessment Centre
- Psychometric Tests
- Interviews
- Leaderless Group Discussion
- Management Games
- Role Play
- Case Study
- Portfolio Presentation



# Steps involved in Competency Mapping

- Step 1      \* Review, finalize and accept company wide competency requirements that are critical for our company growth
  
- Step 2      \* Define observable behavioral definitions (finalize behavioral dictionary) from the overall objectives of the company
  
- Step 3      \* Define generic roles with definition for the company as a whole (list competencies against individual roles and responsibilities)
  
- Step 4      \* Create Role competency matrix  
                 \* Identify Proficiency level

- Step 5 \* Identify behavioral & Functional skills required for the rol
- Step 6 \* Define Functional skills
- Step 7 \* Identify role holder for each role
- Step 8 \* Assess Functional skill with superior/HoD
- Step 9 \* Match Role holder competency Vs Role based competency
- Step 10 \* Action Plan
  - a] Talent Acquisition
  - b] Performance Management System [Talent Management]
  - c] Learning Management System  
[Talent Development]
- Step 11 \* Employee Feedback

# Step I - Review, finalize and accept company wide competency requirements that are critical for our company's growth

## Competencies

- Communication
- Leadership
- Strategic Thinking
- Creativity
- Teamwork
- Sense of Ownership
- Customer Orientation

- Consumer Orientation

## Mandatory/ Non-negotiable Competencies

- Micro planning and Execution
- Differentiation
- Quality Orientation

## Step 2 – Define observable behavioral definitions

### 1. Leadership

- **Decisiveness** – Makes timely decisions, takes risks using data, facts and futuristic outlook
- **Change management** – Understand what change requires, work with stakeholders to influence change proactively

### 2. Creativity

- **Innovation** – Think out of the box, veer away from run of the mill solutions, come up with non-traditional solutions

### 3. Strategic Thinking

- **Strategic thought leadership** – Show ability to look at the big picture, draw global or local trends, build scenarios, put together small pictures to make the big picture

### 4. Sense of Ownership

- **Initiative** – Delivering results with commitment and perseverance, sharing information, building long lasting and transparent relationships, doing the job with attitude (taking appropriate risks, providing candid observations, influencing stakeholders), helps share the company's culture

## **Step 2 – Define observable behavioral definitions [finalize behavioral dictionary] – Mandatory/ Non-negotiable Competencies**

### **1. Micro planning and Execution**

- Process orientation and Detailing - translating organizational vision to action, building knowledge base, creating knowledge platform, formulating strategies and designing action plans, formulating measurement and monitoring mechanisms for executing action plans. Working with speed and timeliness, opportunistic, acting fast with accuracy, taking action on both own initiative and implementing others initiatives.

### **2. Differentiation**

- Competitive Advantage - Contributing to the success of the business by serving the value chain, interpreting socio-economic context, articulating the value proposition, leveraging business drivers.

### **3. Quality Orientation**

- Adherence to norms, efficiency, and deliver excellence - provide the highest level of internal and external customer service, translate customer critical feedback to quality characteristics which then determines process improvements and process efficiencies, transfer learning across teams and business for continuous improvement.

## **Step 3 – Define generic roles with definition for the company as a whole**

### **1. Executive task under supervision**

- Frontline sales – Direct sales, collection & distribution responsibility for assigned territory, feet on street, field job (Sales Reps, Sales Coordinator)

### **2. Executing tasks independently**

- Area Responsibility – Direct sales, collection & distribution feet on street, field & supervisory possibility for a large area (Sales/ Sr. Sales specialists without direct people responsibility)

### **3. Executing Leaders**

- Regional Responsibility – Direct sales, collection & distribution responsibility, supervisory responsibility for targets in Region (more than 1 state) (Sales/ Sr. sales specialist with people and region (more than 1 state))

### **4. Section/ Location Head**

- Division Responsibility – Responsibility for division profitability at a national level, larger supervisory role, responsibility for sales & marketing (Section chief/ Manager with national responsibility for division)

### **5. HOD/ Management Team**

Business Responsibility – Responsibility for profitability of all Divisions in the group for CKPL, High focused supervisory role, Responsible for contribution to top and bottom line of CKPL (Business Group Heads)