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# A New Approach In Competency Mapping

*How effectively the personal depolyment possible.*

## ABSTRACT

*The complexities involved in the evolution of an innovative business practice, care must be taken for the competency required for the same in terms of organisation, process & people. Performance of people involved in any business directly linked with performance of business entity because business entity is an artificial person, can not do work itself. It totally depends on the person involved in the business to motivate the working force. Therefore, the competency mapping is vital. However, competency mapping is a difficult task. Here, we are trying to present a new approach of competency mapping. Moreover, there is a need to abridge the gap what company needs and what the workers can perform.*

## 1. INTRODUCTION

Innovation is the introduction of new ideas, goals, services and practices which are intended to be useful. The driving force of any innovation is often the courage and energy to better the world. An essential element for innovation is its application in a commercially successful way. The challenge for the company is to bring to the market a stream of new and improved, added value, products and services that enable the business to achieve higher margins and thus profits to reinvest in the business. Thus it is often seen that successful exploitation of new ideas incorporating new technologies, designs and best practice enables the businesses to compete effectively in the global environment.

Keeping in mind, the complexities involved in the evolution of an innovative business practice, care must be taken for the competency required for the same in terms of organization, process and people. A human mind is a tool that

innovates. Therefore for an innovative business practice to flourish effectively an appropriate competency mapping of the workforce is required. Large or small companies and organisations, invest much effort on “human capital” and its development. They know that internal competences are able to impress a distinctive feature on the company, and that the knowledge of their human resources represents the primary wealth of the organisation. They therefore develop and implement tools and methods to manage, transfer and capitalise competence, and to define standards for their evaluation and validation.

## 2. COMPETENCE DEFINED

Competence combines three aspects – knowledge, know-how, attitudes and resources. “Competence is the combination of relevant resources that an individual mobilizes to reach a particular result. According to Le Boterf’s paradigm any analysis of competence has to be contextualized to the typology of product, service and organization.

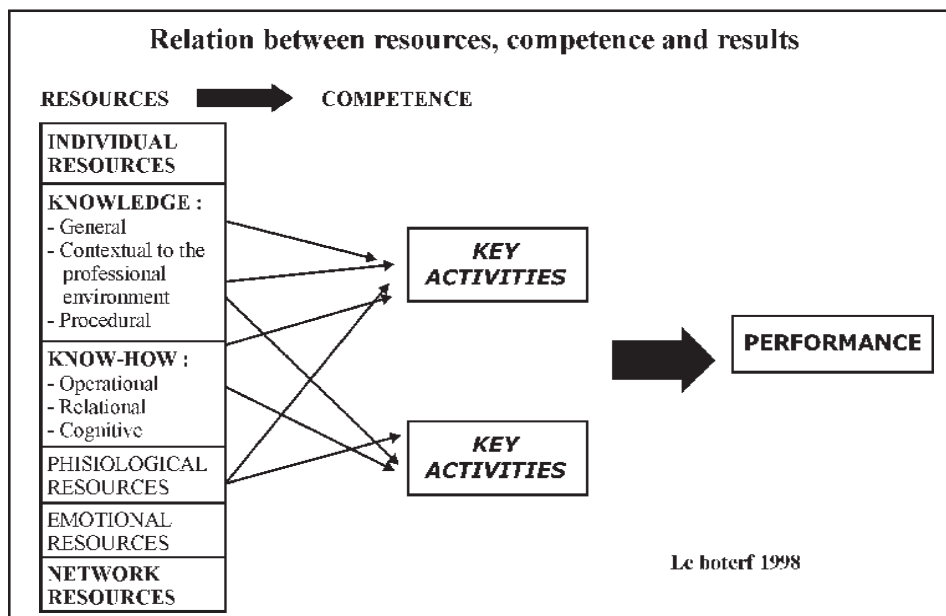
### 3. COMPETENCE MAPPING

Competence mapping is to make a connection between what the company needs and what the worker can perform and eventually detect a gap. One assumption that must be present to uncover this gap is that current status of the competence can be documented. The company also has to define what is needed now and in the future.

To map the competence of a company or an institution is not easy, and below we will take a closer look to competence mapping and related items.

- produced and to the marketing and
- transport of the product.
- 
- It must be ensured that the worker
- and the company as a whole has the
- correct knowledge to fulfill these tasks.
- Therefore we have to map the
- competence and compare this existing
- competence with the wanted competence,
- the competence that is needed to make a
- better product and thereby to survive in a
- competitive market.
- 
- One more important aspect of
- competence mapping” is that the mapping
- process initiates other processes in the
- company/institution that is very important.

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#### Need for competence mapping

The companies and institutions experience a gap (“the competence gap”) between the existing knowledge in the organisation and the needed knowledge. This gap has come into being because the market is demanding and only companies/institutions that adapt to these higher demands will survive.

These demands deal with quality, price, time of delivery etc. That means workers have to learn new skills, both regarding to the product or the service

- Since the mapping process can be quite
- extensive each worker will be more active
- in relation to the company’s goal and
- strategic plans of the company
- **People identifying competencies**
- Competencies can be identified by
- one of more of the following category of
- people: Experts, HR Specialists, Job
- analysts, Psychologists, Industrial
- Engineers etc. in consultation with: Line
- Managers, Current & Past Role holders,
- Supervising Seniors, Reporting and
- Reviewing Officers, Internal Customers,

Subordinates of the role holders and Other role set members of the role (those who have expectations from the role holder and who interact with him/her).

#### 4. MODEL FOR COMPETENCE MAPPING

Several methods have been created for mapping competence. The methods use different perspectives in the mapping, from looking at each individual to looking at the whole company. Following is one such simple method that can be used in the organization for competence mapping.

**Step 1 :** Form a workgroup of 8-15 persons who represent important functions in the company both from the management level and from the workers level. This process involves 4 meetings and the whole process lasts 4-6 months.

**Step 2 :** Decide if information should be collected from customers and workers in the company. Create procedure for personal interviews with customers and workers to gather information to check if the company fulfils core demands from the customer, and changes in demand if any.

**Step 3 :** Decide the core areas that need to be discussed to prepare the company for the fulfillment of the future strategies.

This will result in an overview of necessary competence elements and each element is assessed on a scale from good to poor taking into consideration what is important and what is not so important.

**Step 4 :** Discuss which competence areas that should be analysed further.

Following four aspects are evaluated in order to develop action plans for how the area should be improved or be developed further.

- \* Problem insight - Why is improvement or better utilisation of the competence important?
- \* The type of knowledge base - Silent/explicit, individual/collective

- \* Organisational conditions for learning, positive and negative relations
- \* Important methods for learning in the chosen process

The analysis of each competence area ends up in practical action plans. These plans deals with better utilisation of existing competence and if upgrading of competence is necessary in any area.

**Step 5 :** The purpose of this step is to be sure of the continuation of the competence process. Provide feedback to the company as to how the process has affected the competence work generally and how the identified initiatives have been adapted into the company about what one should do and how one should do it.

#### 5. ALTERNATIVE METHOD OF COMPETENCE MAPPING

This is a very simple method that can be done in 8 easy steps.

1. Organising the work of mapping.
  - \* Analysing the current strategy
  - \* Analyzing the competitors
  - \* Analyzing the customer buying behavior
  - \* Analyzing the strategy for retention of customers
  - \* Analyzing the trends in business
  - \* Analyzing the current research & development facilities
2. Mapping of critical competence areas.
  - \* Analysing future competence of the workforce required
  - \* Analyzing the gap between current and future competence demand
  - \* Analyzing the current skills
  - \* Analyzing the development rate of workers
  - \* Analyzing the future challenges for workers
3. Mapping current competence.
  - \* Analyse each workers job content and current demands to skills.
  - \* Analyse person/ task table
  - \* Analyse availability of resources

4. Gap analysis between current status and critical competence areas
5. The company must regularly clarify what the workers wants and what their ambition are related to the company's need
  - \* Accomplish appraisal interview once a year.
  - \* Provide new and applied competence to each worker as soon as possible.
  - \* Train workers in order to help teaching other workers
6. A priority list is prepared for the next step and compared with the required
7. Establishment of procedures for systematic and continually supervising.
8. To find out to what extent do the company make sure that increased competence really contributes to a better day to day management of the company?

Thus although competence mapping is not a very easy job but a focused and a streamlined approach can create wonders for the company if well implemented. But at the same time competence mapping must involve all the employees at all levels and the mapping must be related to goals and strategies of the company.

**Problems with competence mapping**

Competence mapping should focus more on what the organisations as a whole can manage than looking at the formal knowledge that each individual worker has.

But it must be taken care that each individual has the wanted formal knowledge, the necessary skills and know-how to do a god job for the company. The problem is that it is here the gap comes true; it's between what we can measure and what we know about each individual on one side and what the company on the other side needs.

The problem is the silent competence; because it is here the competence gap

- most often is uncovered. Silent knowledge is visible when the individual performs a task, preferably a task relevant for the new challenges the company is meeting. Otherwise silent knowledge is not visible.

**Competence development**

The development of the competence must be connected to the company's goal and strategic planning. Core issues to be addressed include the following:

- \* Identification of the core competence of the organization.
- \* Task planning by the company for competence development.

From the organization's viewpoint, competence development is always a question of obtaining new competence, developing new competence and phase out old, not needed competence. The goal is always to have the correct competence needed to help the company reaching its goals and its most important challenges.

Competence for the individual is important in the companies' view because the company is depended on the individual competence. But competence is also important for the individual as such because a positive attitude from the worker is a very important condition for a good work and an experience of mastering the work.

New competence enables the worker to meet new challenges and to solve new tasks.

The need to map and valorise and monitor the competence is perceived by most organisations as it can represent the added value that gives a distinctive feature of the organisation.

**6. CONCLUSION**

The most interesting competence is the competence that produces most competition power, but that competence is most difficult to map because it is silent (implicit) and very often collective. The

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silent competence pops up only when it is needed. When mapping competence it's crucial to choose one or more views for how to look at competence. The question is what aspects of competence one should try to map.

**The Individual perspective :** Competence that each individual in the company has and how these findings fits together with the company's goals and strategy.

**The business perspective :** Competence required to reach the internal and the external goals. The new goals those are possible through the new competence that has been obtained

**The changing world perspective :** Need for identification for a change in a way that initiates a process for change. Learning environment headed for change be designed Preparation for a good mixture of formal learning processes and informal learning through practice at work. Balance the collective and individual learning.

**Collaboration, learning in network :** The concept of creating learning material in collaboration is used very often nowadays. The concept strengthens the issue that the work force themselves should contribute to produce the learning material, and thereby learning more.

One important question is how can Information and Communication Technology contribute to collaboration and next to competence development in

companies.

Do we need some general competence to handle future?

Despite these built-in problems with the task of uncovering the competence gap we have to try to find out what competence the worker has today and what is needed in the future. Can we uncover some general competence that every worker needs for the next 5-10 years, a competence that we most certain know that workers need in a changing world? If that's true the task is more manageable, because then we could uncover if these knowledge items are present or not. And in that way we can uncover a competence gap, and prescribe a cure for how to fill the gap.

The problem is of course which general items of competence are important in the future. Some items seems to be quite clear in a smaller and smaller world with people working together globally through global electronic networks. These items are:

- \* Collaboration based in information and communication technology
- \* Language
- \* Culture and interpersonal relations

Competence mapping has its own importance which cannot be ignored by the company at any cost if it wants to gain competitive advantage in business .It helps to create a sound and focused organization with enough competencies to boast about.

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