COMPETENCY MAPPING: A STRATEGIC TOOL IN EMPLOYEE RECRUITMENT

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ABSTRACT
In this world of cut throat competition, companies and multinationals are putting tremendous effort to hire competent employees and to develop relevant competencies in their existing employees. These are one of the few ways in which companies can gain competitive edge over each other. In this slowing economy where so many companies are fighting for limited resources and talent and optimum utilization of the same, it is very important for organizations to incessantly reassess their competencies, update it and have the courage to make the necessary changes time to time.

It is equally imperative for a firm to define a set of core competencies which corresponds with its key market differentiators while conducting recruitment and selection process this is where competency mapping plays a key role.

Keywords: Competency; Competitive Edge; Competition; Recruitment and Selection; Job Description

INTRODUCTION
Competency Mapping
Meaning and Introduction
Competency mapping is the process of identification of the competencies required to perform successfully a given job/role/a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, attitudes, skills, etc.) needed to perform the same successfully.

Competency mapping is used as the basis for any competency assessment that can be done at a later stage. (Competency assessment is the assessment of the extent to which a given individual or a set of individuals possess these competencies required by a given role or set of roles or levels of roles.). The output of a comprehensive competency mapping of key positions is a role directory with required competencies.

OBJECTIVES OF THE STUDY
1. To study and understand the concept of Competency Mapping
2. To know the relation between Recruitment and Competency Mapping
RESEARCH METHODOLOGY

This study based upon the on secondary sources like Text books, Journal, e-resources

Definition

United Nations Industrial Development Organization (2002) - “A competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.”

Rankin (2002) - “Competencies are definition of skills and behaviors that organizations expect their staff to practice in work.”

Mansfield (1997) - “Underlying characteristics of a person that results in effective a superior performance.”

Overview of Competency Mapping

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.

2. Competency Mapping. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role.

3. Competency profiling. It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company

Competency Mapping can be used as a Basis to Further Design and Develop The Following:

- A Human Resource Information System, highlighting basic qualifications, skill sets and experience of all employees of the organization. The HRIS will help in monitoring manpower planning, recruitment, identification of training needs and other HRD interventions.

- To design a Role Directory containing job-descriptions, responsibility, authority etc. details. Such a directory aims at helping the organization clarify roles, fix accountabilities and form a basis for performance appraisal.

- Inputs from competency mapping can be used to design a performance appraisal system by incorporating the competencies needed for various categories of jobs.

- To develop a system of identifying training and development needs and a training and development plan that could be used annually.

- As one of the tools for succession planning (Assessment and Development Centers can be used as a tool for this). It can also be used for Leadership Development by designing a 360 Degree Feedback tool using the competencies generated by the competency mapping exercise.

Recruitment and Retention

Recruitment is an important part of an organization’s human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it.

The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool.
The following trends are being seen in recruitment:

**Outsourcing**

In India, the HR processes are being outsourced from more than a decade now. A company may draw required personnel from outsourcing firms. The outsourcing firms help the organization by the initial screening of the candidates according to the needs of the organization and creating a suitable pool of talent for the final selection by the organization. Outsourcing firms develop their human resource pool by employing people for them and make available personnel to various companies as per their needs. In turn, the outsourcing firms or the intermediaries charge the organizations for their services.

Advantages of outsourcing are:

1. Company need not plan for human resources much in advance.
2. Value creation, operational flexibility and competitive advantage
3. Turning the management's focus to strategic level processes of HRM
4. Company is free from salary negotiations, weeding the unsuitable resumes/candidates.
5. Company can save a lot of its resources and time

**Poaching/Raiding**

“Buying talent” (rather than developing it) is the latest mantra being followed by the organizations today. Poaching means employing a competent and experienced person already working with another reputed company in the same or different industry; the organization might be a competitor in the industry. A company can attract talent from another firm by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. But it is seen as an unethical practice and not openly talked about. Indian software and the retail sector are the sectors facing the most severe brunt of poaching today. It has become a challenge for human resource managers to face and tackle poaching, as it weakens the competitive strength of the firm.

**E-Recruitment**

Many big organizations use Internet as a source of recruitment. E-recruitment is the use of technology to assist the recruitment process. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae i.e. CV through e mail using the Internet. Alternatively job seekers place their CV’s in worldwide web, which can be drawn by prospective employees depending upon their requirements.

Advantages of e-recruitment are:

- Low cost.
- No intermediaries
- Reduction in time for recruitment
- Recruitment of right type of people
- Efficiency of recruitment process

Competency mapping can play a significant role in recruiting and retaining people as it gives a more accurate analysis of the job requirements, the candidate's capability, of the difference between the two, and the development and training needs to bridge the gaps.

As far as meeting an individual's career aspirations are concerned, once the organization gives an employee the perspective of what is required from him to reach a particular position, it drives him to develop the competencies for the same. Competencies enable individuals to identify and articulate
what they offer—regardless of the (usually misfit) job they happen to have at the time—so that their organization (current or future) can see, value and utilize what capability is actually available.

**Competency-based recruitment** is a process of recruitment based on the ability of candidates to produce anecdotes about their professional experience which can be used as evidence that the candidate has a given competency.

A competency-based approach to recruitment and selection of employees can help an organization, to make it an effective and successful investment of time, money and expertise. Such an approach will help to ensure following:

1. The organization is clear regarding the competencies and skill sets required by the job;
2. Selection processes encourage a good fit between individuals and their jobs, managers and staff have the required skills and competencies;
3. Individual skills and abilities are matched to the requirements of the job; and
4. Evaluation of work demands and staffing are accurate.

**Pre Competency Mapping Preparation**

**Role Competencies**

To start at the basic level we need to understand and define role and role competencies mean a set of competencies required to perform a given role, each competency further has a skill set.

a) Identification of Role Competencies

- Structure & list of roles.
- Definition of roles.
- Job description.
- Competency requirement.

b) Structure and List Roles:

- Organizational structure study and examination.
- List of all the roles in the structure.
- Identify redundant and overlapping roles.
- Final list of roles.

c) Definition of Roles

- Identify key process areas of the role (KPA).
- Link the KPAs with dept and organizational roles.
- Position the role in perspective with that of others.

d) Job Description

- List down all the tasks.
- Categorize activities under major heads.

e) Competency Identification:

- Identify the following:
Role holder interview and listing
- Internal & external customer interview and listing
- Star performer interview and listing.
- Role holder critical incident analysis.
- Consolidate the above and make a checklist of the competencies.
- Rank-order and finalise competencies critical to the role.

**Competency Assessment**

Once role competencies are studied we come to this next step of competency assessment. Following methods are used for this.

- Assessment/Development Centre
- 360 Degree feedback
- Role plays
- Case study
- Structured Experiences
- Simulations
- Business Games

Using the above mentioned methods like for e.g. 360 degree approach would involve assessment by self and others. Others may include internal and external customers, boss, and peers, subordinate.

**Competency Development**

After understanding the role and identification of the competencies and further assessing the competencies for their viability, feasibility and requirement. We need to identify the existing competencies and develop the new found ones.

**Competency Mapping**

The competency mapping now will involve strategic structuring of the organization. Here the human resource department has to ensure competencies in each role. The steps are as follows.

a) Structure Role congruence:
   - Each role to be unique
   - Non-Repetitive
   - Value adding

b) Vertical and horizontal role congruence

c) Ensure core competencies for each task

d) Link all the above and position to bring in competitive advantage

**Steps in Competency Mapping in a Nutshell**

The following steps may be followed in competency Mapping:

1. Decide the positions for which the competencies need to be mapped.
2. Identify the location of the positions in the organizational structure. This needs the clarity of organizational structure, defining the position relationships (reporting authority, subordinates, peers etc.).

3. Identify the objectives of the function or the department or the unit or section where the position is located.

4. Identify the objectives of the role. Why does the position exist? What are the main purposes of the role etc. details.

5. Collect the Key Performance Areas (or KRAs, Tasks, etc.) of the position holder for the last two to three years from the performance appraisal records. Alternately, collect the job descriptions of any of the position to make a list of all tasks and activities to be performed by that position holder

The benefits of competency mapping are:

- Professionalism in the organization and better role to individual /employees
- Focused development of individuals by identifying and building their competencies and train according to the specified jobs
- Assessment gets extended to Individuals, Teams and Organization and leads to continuous development of the organization
- Improves internal communication
- Helps uplift competencies of critical groups of managers by providing them insights into their competencies and developmental opportunities.
- Creates a competency based culture in the organization

CONCLUSION

Competencies are enhanced through training and job rotation. Job rotation acts as a learning experience for the employees and it widens their horizon about the company itself. To do all this effectively and efficiently timely competency mapping for each recruitment cycle will ease the work, competency based recruitment will result proper selection as per criteria found from mapping and assessment , employee will know his job and can perform his more independently and employee morale will be boost up.

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