

Competency Mapping in Banking Sector

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Abstract

Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment.

The aim of the study is to explore formalization of competency mapping in organizations of India. In spite of numerous benefits of competency mapping, implementation of the same in Indian organizations is still in infant stage.

The study is beneficial to fields of competency mapping, pharmaceutical companies of India, Sales staff, HR Professionals, academicians, organizations and researchers. In today's scenario a new concept Competency Mapping has gained a lot of significance among HR professionals as a tool for improvement in recruitment and selection, performance management, training and development, succession planning, organizational development analysis, etc.

Keywords: Competency, Competency Mapping.

Scope of the Study

The general intent of the study is to identify sales competencies, competency mapping and its impact on organization effectiveness. The study is aimed to identify significant competencies required for the sales staff in pharmaceutical industry. It also identifies the important variables of organization effectiveness affected by competencies of sales staff.

Competency mapping is done by identifying the gap between required level of competencies and existing level of competencies

Meaning and Definition of the Term “Competency”

Competency has its origins in the Latin word ‘competentia’ which means “is authorized to judge” as well as “the right to speak” [Caupin et al. (2006)].

The English dictionary defines the word ‘competence’ as the state of being suitably sufficient or fit.

Competency means ‘the underlying attributes’ of an individual, such as knowledge, skills, or abilities.

Boyatzis (1982) defined competency as ‘an underlying characteristic of a person which results in effective and/ or superior performance in a job.

According to Boyatzis (1982) : A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about de-sired results| .

According to UNIDO (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 a job.

Competency mapping involves identifying, assessing and developing competencies of the employees” results in having competitive advantage for the organizations. Competency mapping is a tool in the hands of organizations to take decisions regarding, compensation, succession planning, training and career development.

Objectives of the study

- To understand the concept of Competency Mapping
- To study the process of competency mapping
- To know the different models for competency mapping

Significance of the Study

Reviewing previous studies, it mostly examined the general environment and trends of pharmaceutical industry in India. However, it barely examined deeper information regarding roles and tasks of sales staff, their competencies and its impact on the organization effectiveness. Moreover, very few studies talk about the non-financial effectiveness of the organization in India.

The research subjects contained three different positions, sales staff, their immediate supervisors, human resource managers which present complete and overall viewpoint regarding research purposes. Competency implementation, competency mapping and its relevance to organization effectiveness.

The many driving forces to this change includes :

- A rapidly expanding marketplace (globalization),
- Increasing competition,
- Diversity among consumers, and
- Availability to new forms of technology.

A skilled and committed workforce is required to compete in today's fast, global marketplace. Only those organizations that are able to engage such manpower will win the race. It has been seen that Learning is at the core of all HRD efforts. HRD programs must respond to job changes and integrate the long-term plans and strategies of the organization to ensure the efficient and effective use of resources.



Competency mapping consists of the following steps:-

a) A job analysis is conducted by taking incumbents to complete a Position Information Questionnaire (PIQ). This can be provided to incumbents to complete or use it as a basis for conducting one-on one interview. The primary goal of this is to gather information from incumbents about what they feel should be the key behaviour necessary to perform their respective jobs.

b) Using the results of job analysis, a competency based job description is developed.

c) With a competency based job description, mapping the competencies can be done. The competencies of the respective job description become factor for assessment on the performance evaluation.

Using competencies will help to perform more objective evaluations and better recruitment and selection.

d) Taking the competency mapping one step further, one can use the results of one’s evaluation to identify in what competencies individuals need additional development or training. This will help in focusing on training needs required to achieve the goals of the position and company and help the employees develop toward the ultimate success of the organization.

Assessment of Overall Competency of the Employees

As discussed earlier, the competency is sum total of Attributes, Skill and Knowledge. i.e. **Competency = Attributes + Skills + Knowledge** Further, the scores have been averaged and the rankings have been assigned as per the following table:

Sr No	Scores	Ranking	Level of Competency
1	>2.5	Very High	Level 1
2	2.5-2	High	Level 2
3	2-1.5	Moderate	Level 3
4	1.5-1	Low	Level 4
5	< 1	Very Low	Level 5

On the basis of total average score, the level of competency of each respondent has been ascertained and designated as under:

Level of Competency:

Level 1: Limited - Does not demonstrate the competency on the job or may have had limited opportunity or understanding to demonstrate the competency.

Level 2: Basic - Demonstrates the competency minimally with basic understanding needed for the job.

Level 3: Proficient (Medium) – Demonstrates consistency in performing the job to a reasonable extent.

Level 4: Proficient (High) - Demonstrates high level of specialization in performing the job.

Level 5: Expert - Demonstrates the competency at an exceptionally high level with in depth understanding.

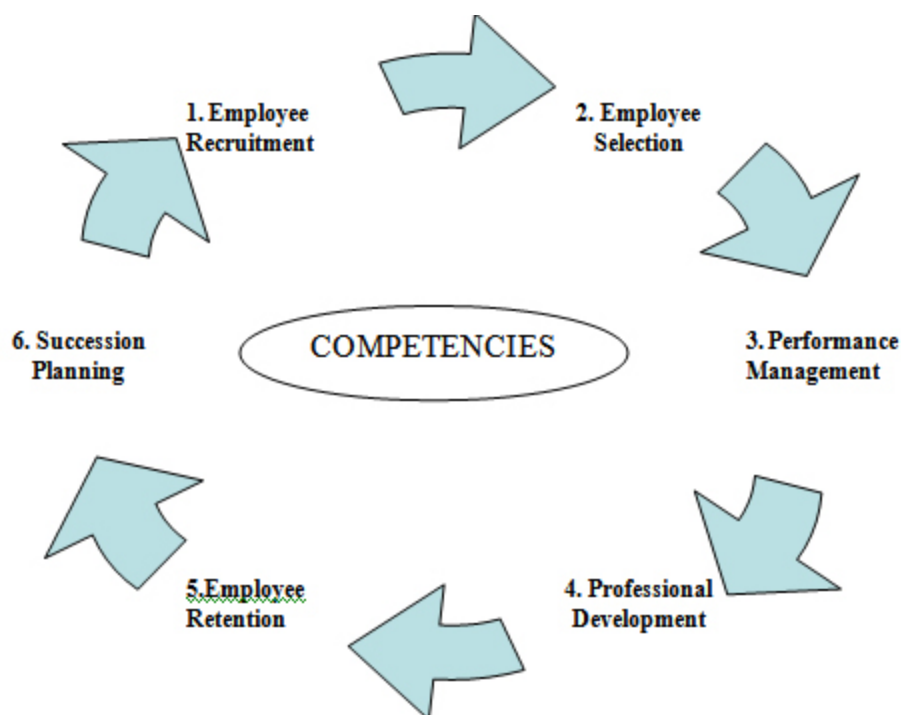
The common elements most frequently mentioned are knowledge, skills, abilities, aptitudes, personal suitability behavior and impact on performance at work. Competence” means a skill and the standard of performance reached while competency refers to the

behavior by which it is achieved. The plural of each word, therefore gives two different meanings Competences and competencies are not the same. Competences refer to the range of skills which are satisfactorily performed, while Competencies refer to the behavior adopted in competent performance Competencies are the characteristics of a manager.

Why Competencies?

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.

A competency based HRM system captures the differing worth of individual contributors, facilitates multiple career paths and allows flexibility in reward-related decisions, which are important to address with the changing nature of organizations. The field of competency development is growing in popularity with administrative management in businesses and agencies worldwide. One important reason to collect data and build competency models is that they are powerful decision-making tools.



Reasons why competencies are needed: -

The best way to understand performance is to observe what people actually do to be successful rather than relying on assumptions pertaining to trait and intelligence.

The best way to measure and predict performance is to assess whether people have key competencies. Competencies can be learnt and developed.

They should be made visible/accessible; they should be linked to meaningful life outcomes that describe how people should perform in the real world

For example, one application of competency models with potentially long-term benefits is employee selection. Using competency-based interviewing techniques, hiring managers can determine if an individual has the knowledge and skills needed to be effective in the future.

Identification of Competency:

The gap between current competency level and desired competency level can be identified at three stages:

- Immediate assessment

- Continuous/ periodic assessment
- Industry and technical assessment

The various components of Competence Assessment of the jobs have been explained with the help of following diagram:



Steps involved in the process:

First: A job analysis is carried out by asking employees to fill in a questionnaire that asks them to describe what they are doing, and what skills, attitudes and abilities they need to have to perform it well. There would be a bit that requests them to list down attributes needed to make it up to the next level, thus making it behavioral as well as skill-based.

Second: Having discovered the similarities in the questionnaires, a competency-based job description is crafted and presented to the personnel department for their agreement and additions if any.

Third: Having agreed on the job requirements and the skills and attitudes needed to progress within it and become more productive; one starts mapping the capability of the employees to the benchmarks

Method of Assessment:

Competencies are assessed through their demonstration in employee behavior.

Competencies are also assessed on the basis of direct statement approach.



Elements of Assessments

- Adaptability
- Commitment
- Creativity
- Motivation
- Foresight
- Leadership
- Independence
- Emotional Stability
- Analytical Reasoning and
- Communication Skills

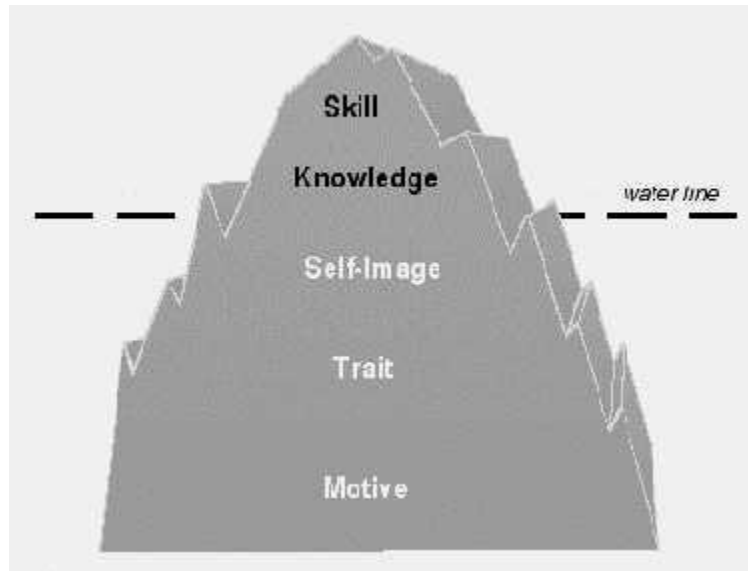
Advantages of Competency Mapping:

- Increased Productivity.
- Improved Work Performance.
- Training that is focused on Organizational objectives.
- Employees know upfront what is expected from them.
- Empowered Employees responsible for their own development.
- Increase in Employee Retention Levels.
- Develop situational leadership skills.
- Manage at the rate of organizational change.
- Measurement of human capital.
- Talent retention
- Help to appreciate human capital.
- Help to properly utilize and manage HR.

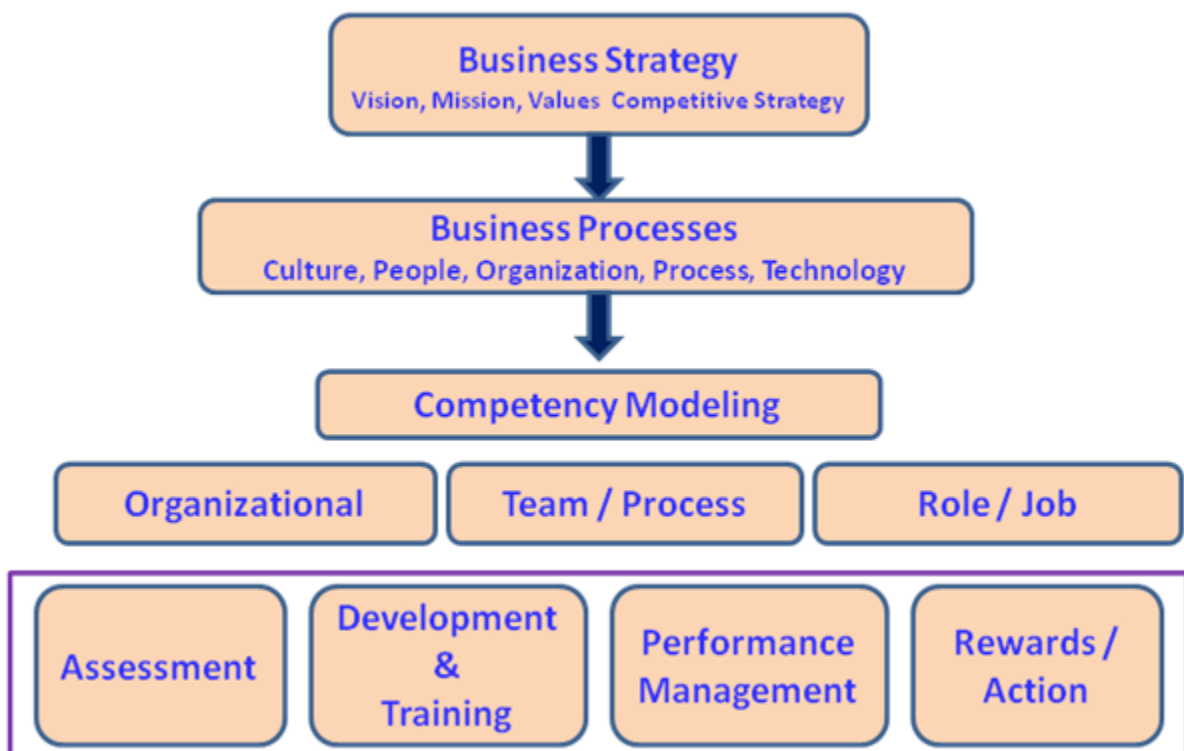
Competency Ice Berg Model

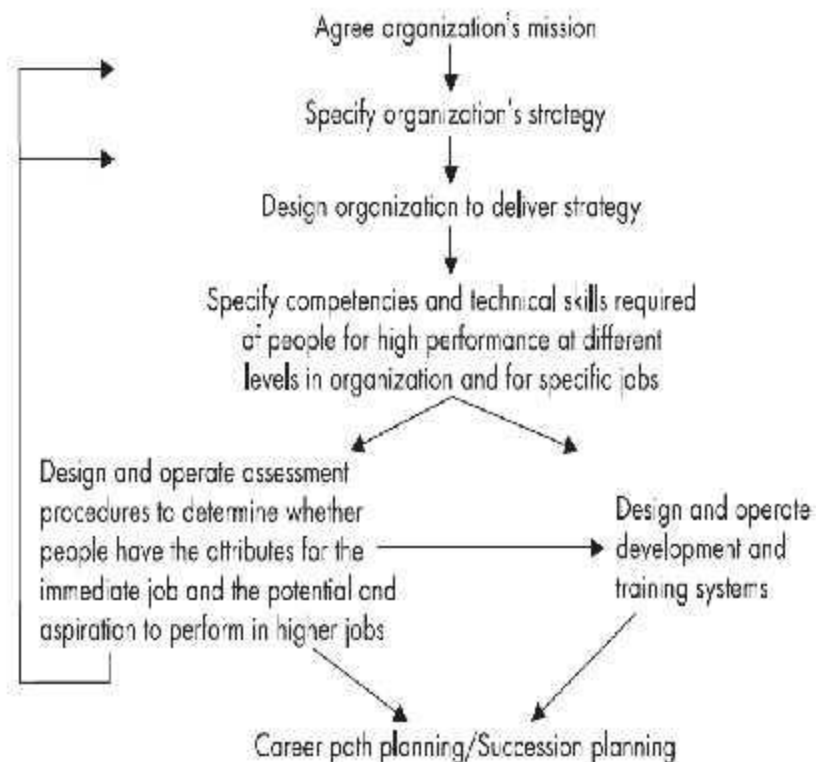
It can be helpful to think of competencies in terms of an iceberg. Technical competencies are at the tip - the portion above the waterline that is clearly visible (and therefore easier to assess). Behavioral competencies are below the waterline - they are more difficult to assess, and often harder to develop. Behavioral competencies can be understood as manifestations of how a person views him or herself (**self-image**), how he or she typically behaves (**traits**), or motives him or her (**motives**).

Competency mapping is an important resource in this environment, and is an addition to knowledge management and learning organization initiatives. Competency refers to the intellectual, managerial, social and emotional competency. Competencies are derived from specific job families within the organization and are often grouped around categories such as strategy, relationships, innovation, leadership, risk-taking, decision making, emotional intelligence, etc.



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. Lifelong learning will surely be one of the most important pieces in the set that employees will turn to again and again on their path to meaningfulness and purpose.





It 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. It is used to identify key attributes required to perform effectively in a job classification or an identified process.

Competencies Required

Technical

- GMP related to QC operation
- Latest updation in validation & regulatory guidelines
- In-depth knowledge of instruments/ equipments/ systems/ utilities
- Good in RCA, Knowledge of tolerance & specification limits
- In-depth knowledge of all types of validations
- Knowledge of VMP & SOPs on various types of validation aspects
- Good Documentation practice
- Knowledge of calibration
- Knowledge of CAPA, deviation mgmt, CRN, investigation

Behavioral

- Ability to make work cross functionally
- Result oriented
- Performance Focus
- Entrepreneurial Drive
- Trustworthiness
- Quality Orientation
- People Development

- Specialized Work Centric Knowledge
- Ability to plan & execute
- Analytical Skills
- Ability to learn
- Problem Solving & Decision Making
- Team work, Cooperation & Collaboration
- Relationship Management
- Initiative taking
- Interpersonal Communication Skills

Research Methodology

Research methodology is a way to systematically solve the research problem. It deals with the objective of research study in the method of defining the research problem, the type of data collected, method used for data collection and analyzing the data etc. The methodology includes collection of primary data.

Sources of Data

The study is conducted on the basis of primary data collected from various banking sectors. Secondary details also a part of study. The primary data were collected from employees of banking sectors. Direct personal questionnaire method and interview was adopted to collect information from the employees. Two sources of data's are mainly used for the study. They are ∞ Primary data ∞ Secondary data

- Primary data: This data is gathered from firsthand information sources and it includes data's from employees, clerks etc. by administrating the questionnaire having face to face interaction with employees we also collect primary data by interviewing mangers.
- Secondary data: This data are those data which have already been collected, tabulated and presenting in some forms by someone else for some other purpose .In this study internet, journals, magazines, etc. were used for collecting data. Sampling Method the sampling method used is convenient sampling.

Sample Size The sample size is 30, which include only the employees in the organization.
Tools for Data Collection ∞ Questionnaire ∞ Interview

Findings

100% employees are ready to alter their behaviour and view point to the situation.

27% employees are strong agree, 70% are agree, 3% are disagree with provide services to a client.

97% employees are favorable with reaction towards clients needs.

67% employees are act as an advocate to solve client issues.

60% employees are agreed, 17% employees are strong agreed, 23% employees are disagreed alteration towards others sayings.

41% employees are selected flexible, 36% employees are selected accuracy, 14% employees are selected responsiveness, 5% employees are opted validity, 4% employees are opted all of the above.

57% employees are not identifying the real cause of problem.

100% employees are ready to improve their performance in any way.

Conclusion:

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping should not be seen as rewards. All the stakeholders must see in the exercise an opportunity for long-term growth. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer.

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