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Course
On

Human Resource Development

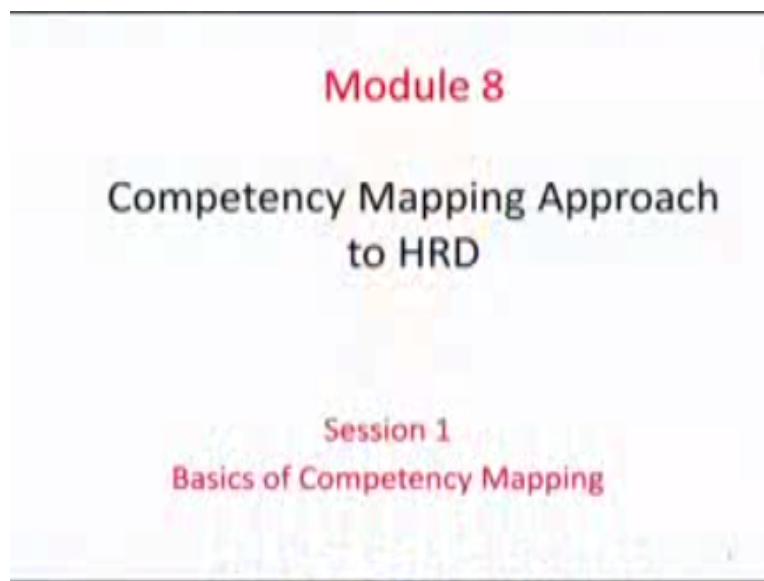
by
Prof. K. B. L. Srivastava

Department of Humanities and Social Sciences
IIT Kharagpur

Lecture 36: Competency Mapping Approach to HRD

Okay, so welcome to the heads week of the programmer and the resource and development and here we are going to take up a new topic and the enhancing topic in the area of the management especially among the management and the development and this topic is known as competency mapping.

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Many of you may know may not approach to the resource development but this is the development and the connective and the development approach are not this competency approach has been used by to people and the identify competency which is higher programmers

why the turning development and the approach and then remember and then identify the bad and the performance based on the then looking at the performance.

So that we could be trained to achieve the development performance which is the benchmark performance and then we have the competent human resource development the idea is that to the benchmark performance go for the, and then in the superior performance because now a days the most of the organization is that in the you to have the standard performance they want the high performance individuals because of these terms individuals are in the high performance are very much common to the management.

The most of the professional is the new system to explain the requirement from the organization and the individual is the superior performance in the order to remain competitive and the market right and that is why this kind of the approach have been used by the management and the license to do the but we have to discuss in the course in that in the competitive mapping and the different kind of the framework and that we have been used and what are the vehicle and that is the finely take and the example to explain that how come and the mapping is carried out.

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Concept of Competency

- **Competency:** A person- related concept that refers to the dimensions of behaviour lying behind competent performer.
A Competency is an underlying characteristic of a person which enables him /her to deliver superior performance in a given job, role or a situation
- **Competence:** A work- related concept that refers to areas of work at which the person is competent



So we start over the discussion and the discussion the competency mapping and this term and the competency and this is the term and the competency and this term of the competency it is nothing but this is it is related to this behaviour and the life skill are knowledge which actually tends and the basically and the reason for the high performance and then it is okay and then ensure that you have the high competency which is related to the hyper and the competitive performer and then it is understood to who is going to perform very well.

And that is why we called then in the competitive performance and the standard performer and he is going to achieve how to stand a superior performer and then we have to see and the competency is superior performance and then ensure you are not only the expected level and the average and but they are understood and then ensure and the competency and the superior performance right.

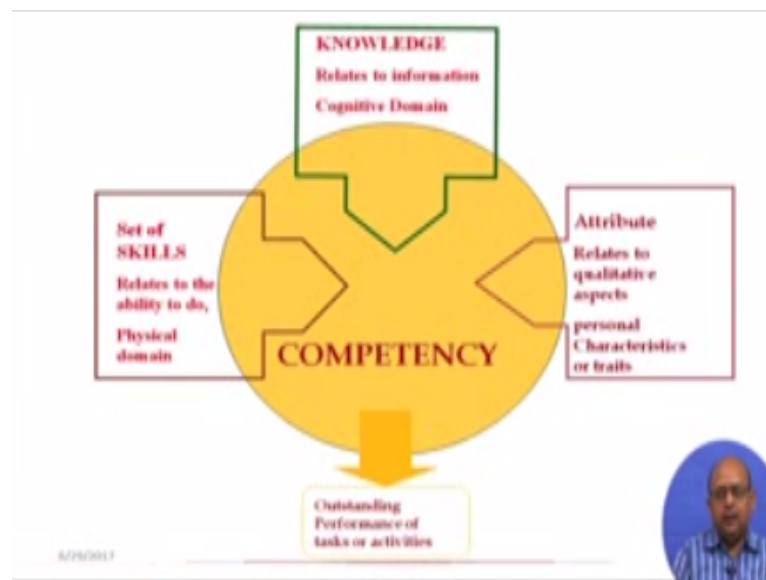
So if you look at the definition is identified as a characteristic of the person which helps in the adult do deliver in the superior performance and in the roll so you remember in t6he difference and the turning is given to a person and perform effectively on the current job and the alternative to this and when you are talking and which also required to and then you meet also characteristic and the behaviour and then we having talking about and in the turning but thus leads to the help and the and then we have to try and then we having to talk about the competency.

And look at some and the like and then we having some competency are not okay compentnacy is something that we have and the relative knowledge and which helps you to the welcome and

the competitive probably you able to achieve the superior performance and the competency is a you are visiting are not and then we have the knowledge and the working skill and then we have the attitude which is going to help you to the competent and then so the this I s the competent.

And then have to see from and the word from the competence if you are going to the refer the competency is the refer that is said of the competence right it is showing so it mean you having more of the competencies okay to achieve the superior performance and after find the definition and the competency term go for the some other issues so that how it is related to the competent now the competency is related to the specific and the knowledge.

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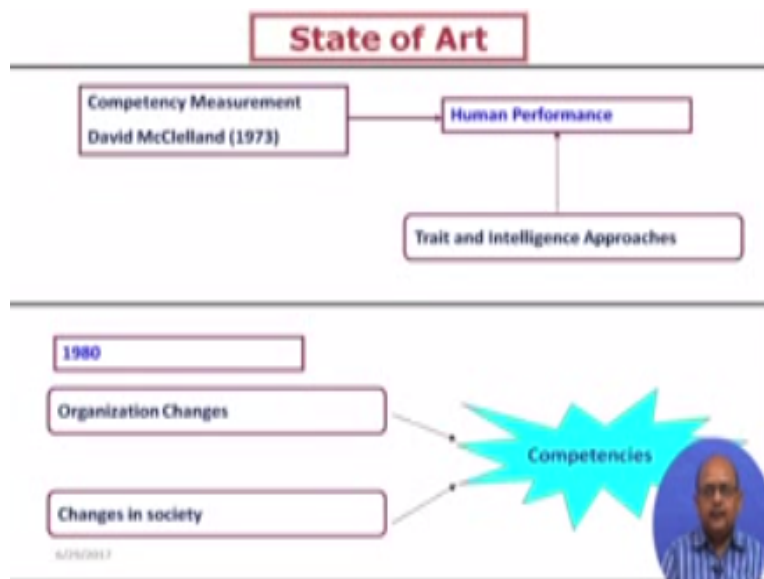


So whenever you talk about the skill part and then you should have a set of the skills which helps you to perform well and then effectively right then what ever we are working so the first part of the competency is related to and the skill part and now look at the second part this is the related to the knowledge and the cognitive moment and all kind of things so these two thing are and in the training in the person and the knowledge and the skill perform as similarly here also that exceed the performance.

And then the third part is related to what is the absolutes and then it is the characteristics and the behaviour and the attitude right and this is the qualities and the qualitative or quantities so you look at the absolute it belongs to the personality and the characteristics and then the attitude and

then the kind of the things now these three complements actually make up your competency so the competency is nothing but it is made up of these two things.

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And the knowledge and the skill and the attributes and the senior performance right so if you had the competency the standard level and the higher level and then you can expect and the individual to the chief superior performance and the outstanding and the term competency and the how the competency leads to the senior performance and then we all started top the intelligent performance and it is all that if you have the certain thought to perform very well right and from there we will move to either approach related to the performance and the management and the land that is the first time we are discussing.

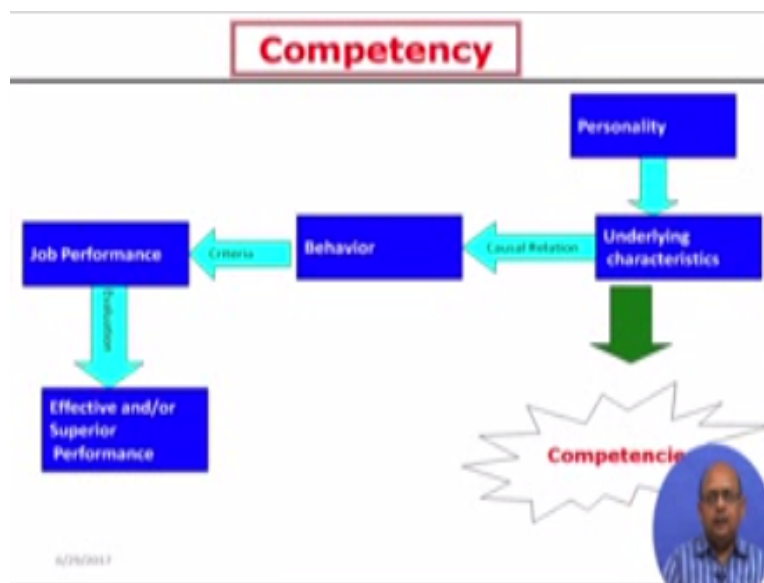
And the concept so if you have the motivation And the other state that is the do you have the high motivate and the higher motivate commentary which is higher level and it is suggested and that is motivated in the chief more competencies and then you have to perform and then it has the different approaches and the earlier approach that we have the and then we have the long back have the competencies and then we have the outstanding performance you have to need certain developments and then we have to achieve higher performances and then later on the people talked about some certain factors okay because approach it has the performance right.

And the these competency is the magnetic factor which keep on seeing and then we have the society because we have do not we have the advise the property and then for the example it has

the cultural formation and then we have to the kind of the changes and then se that the and the attitude and the beware the generation are different so some were from the people from the different and then have to are the younger people happy with the adjustment cells and then we happening in the society and the competencies is okay.

It is not possible for it similarly it has a lot of changes are happening and the technology in the terms of the system and the process are in the other culture if you are not in the able to the effective by the changes and then it will not be good for the w phase competencies is face and the three challenging and then in the origination and the performer and hates kind of the perception and that is that we have talked about the competencies is the starting in the mapping line on that.

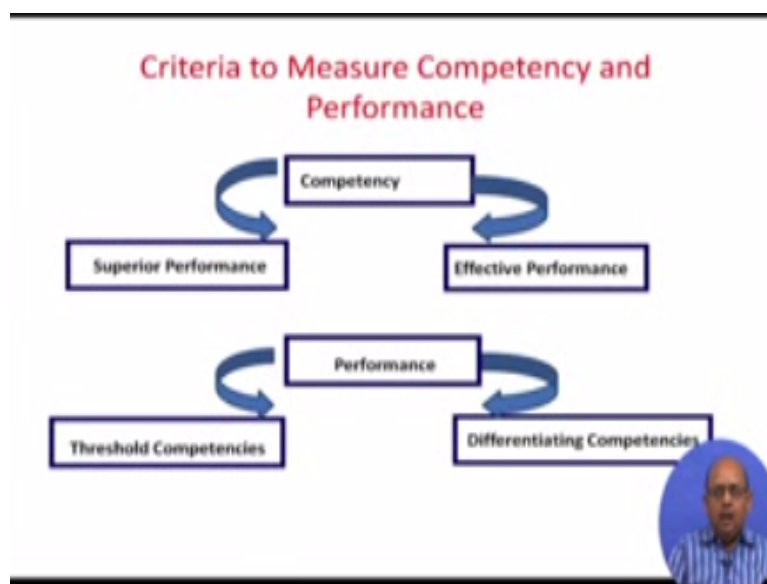
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If you look at this you can find some a certain arrows and that how that they are evaluated and that is so that is the underline characteristics right which could be the personality behaviour and that leads to that behavior and then and the behaviour performance right so this performance should be have the effective and the performance and so you have then underline the

characteristics if you look at the that is the personality and the attitude and then you have the competencies.

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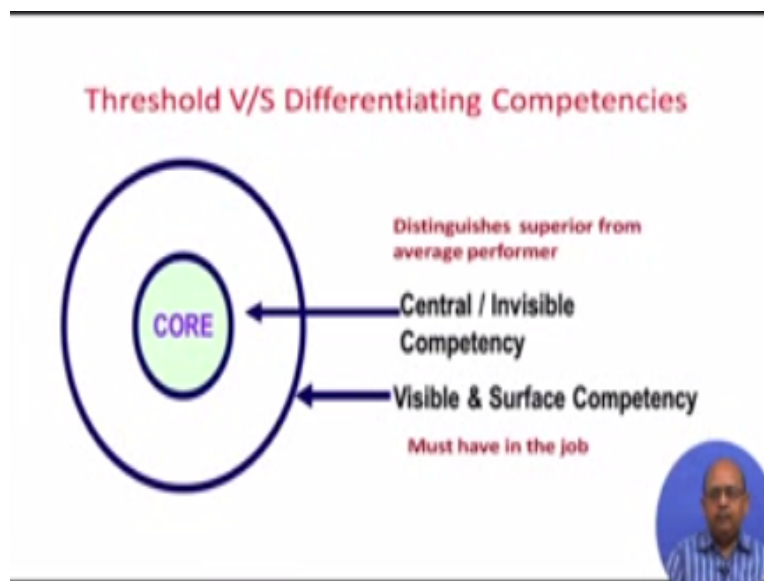
And that we have to call the behaviour and then we have too the better performance and then in the terms of the superior performance okay that is how you have the compensates right mount for that you are in the performance okay so that is the two look at it so either you are going to see that the effective performance and the superior performance right.

And in the measuring performance okay how you differentiate between competencies which leads to the effective performance and which leads to the superior performance okay so when it comes to identifying the performance okay you have to say and then differentiate some other the competency is what level of he competency would require for the superior competencies okay

and what kind of companies are required for the require performance and the standard performance and then we have to tried to relate it and the chess hold competencies.

And the knowledge skill and then we have to require and that leads to the effective performance correct but you lead to the sods okay and then we have to see that and that we were have the differentiate and that is in the lever and the both the competency and that we have to the higher performance and that is the effective performance while higher level of the competency could lead what we call superior performance .

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So you have the higher level of the competency are the level of the higher competency and then we have to able to reach the higher level of the competency and then in the performance and the competency and then we have the lot of the compentnacy that we have the different level and the form well right and this is going to differentiate between as the forma and the average performance right so you look at this so that we can find the four competency is which have been occur in the circle.

So what is that more competency so the core competency which is the must you to perform well right but the beyond that in the core competency is the certain other competency is okay which is enter to the performance which is not able to the others right that is the evident part if you look at is the some of the part of this and that is the surface and the identified and then it has to

determine and that is very important in the perform well but that part of the competency is which is not visible and that is the weather.

And that is the sometimes and that is called as the next factors and that is part of in the extracted competency and the extra hand level of the competency and that is the leads to the higher performance and that is different and the concept that is we use and the so that is the idea here is to that is the identify the competency is leads to is right so here talk about the competency mapping so the idea is the how the map the competency which is not able to do the competence.

So for the map the competency is more than okay then that is competence is so you are to perform and the usually and in the cable to the kind of the perform and then in okay perform successfully and not only make the situation and the hat of the exception and so it will be the beyond the exception and that is the need to see that and the competency mapping is the carried on the origination to identify the gap in the talent and the knowledge and the surface so that we could be you can go for the some kind of the introduction .

That we achieve the competencies and the either the perform well that we are tried to differentiate to the and the competition and the training the approach and the idea is to identify the gap in the order to see that the performer and that is a currently to made the sanded performance but when we talked about that in the competencies the idea is to identify the gap so that you can tail the person that is the hair level is the performer is the right and the coursing and the maintaining the trinitities right and that is the competency is the meal.

So there are different that could be used to the mad the competencies and it could start the excellent and the identifying and the different kind of the activities and the given job and then what kind of the competencies required to perform the job and this competencies could be related to the different and the technical and the competencies and the material competency is weather you had the sufficient knowledge and the attitude are not okay to perform the job really.

So when you find the competencies across that is which could be related and then see that what kind of the competency and then we have to required to achieve and then sort that in the discus in then carried out that is the latest is the most competency mapping okay so what is the competency mapping and then okay and the competency so it is going to idea of the intelligent

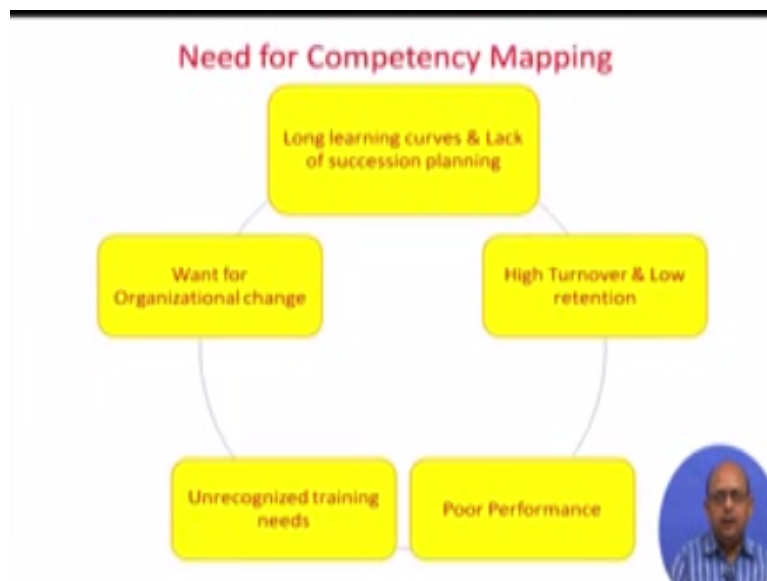
competency and then it identify the competency and then it has the critical and then in he given job.

And it can be and the group formation and the relative formation and that is the usual level as well as the organization right and the factors are responsible to which as the actor funs now when it comes to identifying and the so you have to identify and then you see that is the knowledge skill and the other kind of the things.

And the knowledge skill and then it has the kind of the things and then it6 has to given and the occupation so that is the filing is done and the lasing the competence and the origination and that is extras about core competence and this term is used and that is work about what kind of the work obtain the normal reception and the complete the mind and the idea what is the and that we can go for the competency filing the developed and the competencies of the individuals groups and the innovation.

So when it go for the competency is in the identify the registering and what king of the competencies we can received to the higher level of the subsidies what is the gap and then and then in the certain of the terms is all that and the filing is there to identifying the existing is the develop the competitive and three levels you have the group and the nomination and then we had to find out they exist in then the terms of the knowledge skill.

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Now it has the competency right we have to give the competency is to the poor performance and the intellect to the commence is that we have to ensure that is the more and the level okay and that is the case and then we have to tried then we have to see that is the certain needs that is not that remains you the programmers and that is the poor programmers is to see that people are not going to perform only at what level are the standard level.

And but they also you have to similarly is the license are go for that learning the other kind of the we have to the commendencies and that also you can go for the success and then we have to planning of these kind of things and that is why these competency mapping is required by the origination now we are going for that.

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Purpose of Competency Mapping

required competencies in the organization".

- Gap Analysis
- Role Clarity
- Selection, Potential Identification, Growth Plans.
- Succession Planning.
- Restructuring
- Inventory of competencies for future planning.



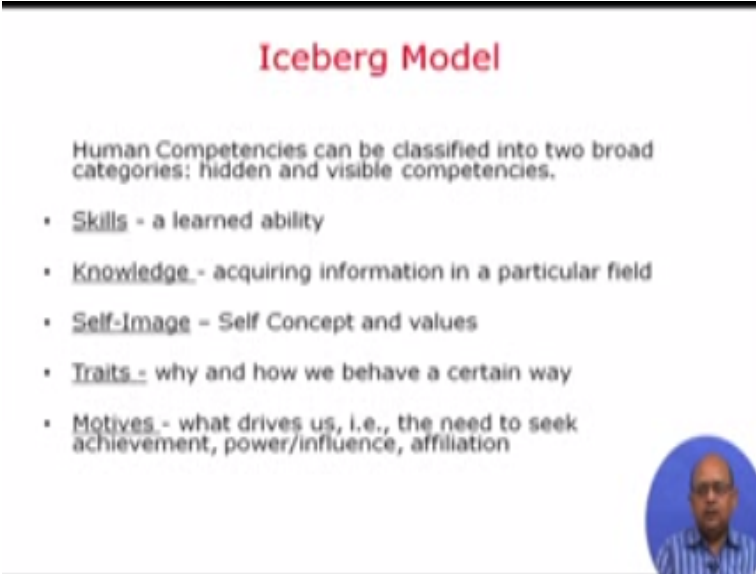
And then the towards of the objectives purpose we are going to that co pendency mapping and then the idea is to look at the weather and the objectives and then the effectively only when it posses those competences is required right so what is to done here is that we have to identify that is the competences is tried to make the roll and the everybody clear so that they unable to the understand and then we have to the competency is treated with each other.

So that helps also that one it could trend and then in the selection stage you look for those people who are having in the most competent is that we are having in that we can also you go for the you can identify the potential okay those people have the potential and the organization and the field and then we have the problem and that we can also be used for the specific planning or this

is the you can go for the path the those who are performing would have the high level and the competencies.

And then the origination right and you can also right there competency we can require and then the people when the changes upon the that is happening in the internal and the external but we called which is clearing but the future you can as the these kind of the competencies is require by a today effectively and then we should have and the competence and that is in the all the level right.

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The slide is titled "Iceberg Model" in red text. Below the title, it states: "Human Competencies can be classified into two broad categories: hidden and visible competencies." A bulleted list follows, defining five terms: Skills (a learned ability), Knowledge (acquiring information in a particular field), Self-Image (Self Concept and values), Traits (why and how we behave a certain way), and Motives (what drives us, i.e., the need to seek achievement, power/influence, affiliation). A small circular portrait of a man is in the bottom right corner.

Iceberg Model

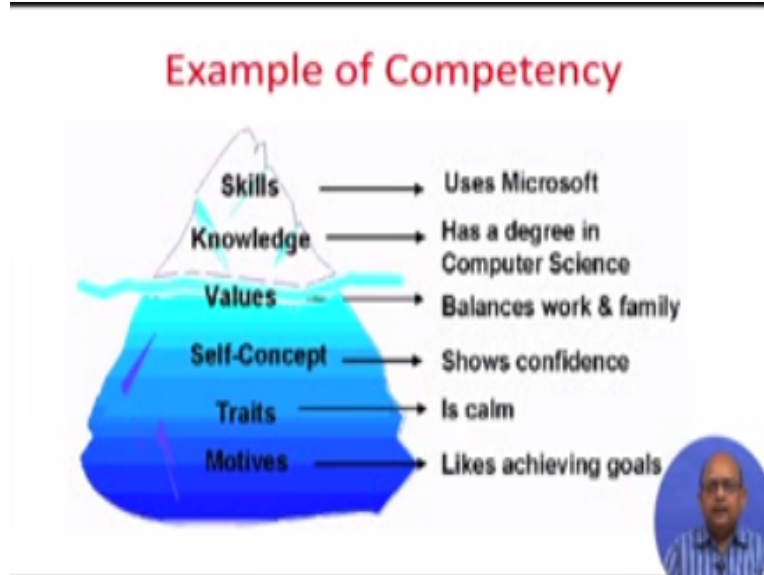
Human Competencies can be classified into two broad categories: hidden and visible competencies.

- Skills - a learned ability
- Knowledge - acquiring information in a particular field
- Self-Image - Self Concept and values
- Traits - why and how we behave a certain way
- Motives - what drives us, i.e., the need to seek achievement, power/influence, affiliation

And then let us see that model which are grow my eyes and that is the very popular model and this model says that the different labor and the competencies are required by the paper right and look at this type and the transfer model it suggest that case of the competencies may be the two countries and that is the part of that is visible right so the first part of the competences is they have you knowledge that you are going to and that is going to acquire q and the mass of the sale.

And then you have the more violence and then we have the characteristic and then we have the more influence and the sufficient and that is the performance and these kind of the things so you look at this and the performance and this kind of thing and now you look at his and these are the five terms of the competency is still value and the trade and now hear I have given here.

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And that is start with the stay skill and then look at the some are the visible and then starting with the values and the little part of the detail and then the talent and then because suppose the and then in the Microsoft terminal right that is the skilled performance in the values is something which is insulated earlier okay what kind of the value system and then and have a good balance.

And then in the sample and then in the self confidence and then in the self concept you have the confident and the n in the trades and then in the personality trade and the trade and then in the calm quite and the focus what is the objective thing of the certain things within one and the simplest one in that and socialize and then in the power that in to since to perform and as I told you the part of that is a and then the part of that is visible so what we would hear is that is you can see hear this part .

This part is resource and then in the kind of that and the resources and the part that in one significant and then contribute and the performances is things and not this is this is the second part right and then now we are going to path that says the competences okay it has a lot of the obligation and then in the right and the and the remain in the reward for the competences and the carrier development and the development and the succession planning and the performance management and then it is the consenting purpose right.

And then you can find out the competence and then you have used in the white eras and the human resources development management for example you can go the manage the people and

the hair level and the competences and then the reply you are really complicated with then it could be promoted for the carrier development if you do not have those carrier and the competences' and the really in the activities.

It also have the planned section for then in the how that only we can go for the selecting such people who have the demonstrated the and if the problem and the identify the problem and counseling and also you can be done okay and identify the core competitions and then related to the job and then in the perform them is discuss that she are the application go for the further application and the first is competence flam our and the competences flam our is quickly something that covers all the keeps in the more obtain and the lowest competence that went to the notified which require for the always confident.

And they are known as the general competence and these are the generic competences these are required by the you tube performer jobbers and the leadership qualities and the managing time in the asserting time right and then we have the communication skills and good interoperation skills and these are the generic quantities which we have required what are the various competencies and the general competencies across that in the talked about the max in the especially cross especially is made up required right which are occupied resources.

Like it have the strategic capability and the materiel resources and the quality and the productivity and then in the kind of the things are we have the required and then in the specific and the tool in the origination and then in the individual and these are the application of the competence is and that solve first assent thank you.

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Competencies Applications

- **Competency frameworks:** Define the competency requirements that cover all the key jobs in an organization. This consists of generic competencies.
- **Competency maps:** Describe the different aspects of competent behaviour in an occupation against competency dimensions such as strategic capability, resource management and quality.
- **Competency profiles:** A set of competencies that a person requires to perform a specified role.

