

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 37: Competency Mapping Approach to HRD
(Contd.)

Okay, so welcome to the second session of the competency mapping and here we are going to discuss about some of the indicators and categories that could be used to map competency and also go for competency profiling. So first of all we will discuss about some of the indicators of the competencies that how do we know these are the competencies that is required okay. And what are the various categories of competencies as we discussed earlier that we try to identify categories in terms of generic technical and competence, then we moved to managerial competencies and behavioral competencies.

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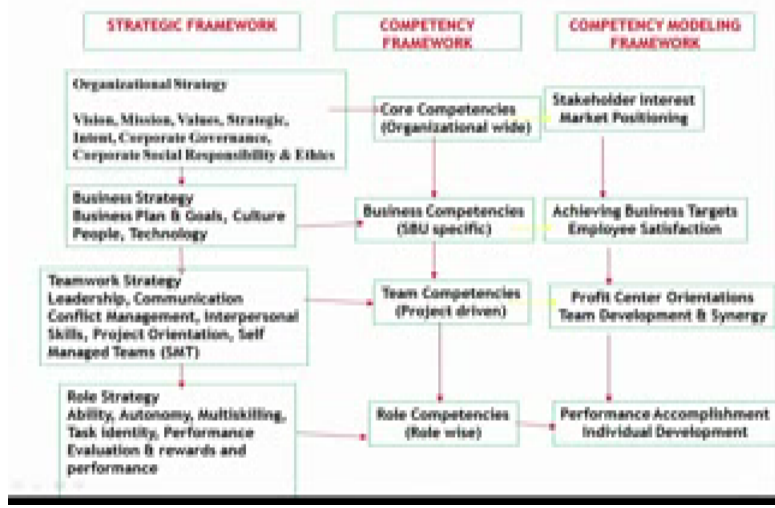
Session 2

Competency indicators and categories

So there could be different kind of competencies and that is how the competencies have been categorized. So where we are going to talk about the second session basically here we will discuss about the competency indicators and the categories of competencies.

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Competency Management Framework



So in this session what we are going to discuss is the various indicators and categories. Now if you look at this. This is the competency management framework that could be adopted by the organization okay. So we start with the strategic framework, then we move to the competency framework okay. And then how we go about modeling the competencies okay, at the individual level we go over at the organization level.

Now if you look at this figure we start with the strategic framework, strategic framework means first of all when you are moving for competency mapping precise that you have to identify the strategy of the organization. And when you are going to identify the strategy of the organization this strategy is coming from where, it is coming from the environment, because based upon your environmental analysis you are going to identify the kind of a strategy that you are going to use okay.

And this includes what is the major statements where you are and where you want to go, how you are going to achieve it based on mission, then vision, what kind of vision system you are going to find out, what are your strength and weaknesses you are going to go through, what analysis to identify that okay, what kind of systems and practices you adopt okay, what is your ethical values.

So these kind of things is a part of what you call corporate strategy okay. So from this corporate strategy you move down for that to your business strategy which basically helps you to derive your business plans and goals, what kind of culture people and technology you have okay. And

then from there you move to the next part that is team work, so what is kind of leadership, communication, how you are going to manage conflict, interpersonal relations okay, projects okay, if you have managed teams or to minus it okay.

Then ultimately this leads to the role strategy that the strategy related to a particular job that okay, what kind of abilities and skills would be required, what kind of autonomy would be required, the extreme to which people should be autonomy to perform the job okay, whether they should be allowed to go for marital skilling okay. So you identify, that is basically a little job design factors, then you have to see that how you evaluate the performance.

And how this performance is going to be linked with the reward right. So if you look at this strategic framework that is very, very important, because part of it leads to identifying the kind of competencies that would break fact. For example, if you are able to identify your organizational strategy, the overall strategy of the organization that leads to identify what kind of core competencies would be required at the organization level right.

So organizational at core competencies come from the based on mission values and strategies. Similarly, we are talking about business specific competencies that are to be aligned with your business and strategy right. So when you are talking about achieving goals and objectives for culture you need, what kind of technology people have. So that is related to see that what kind of competencies would be required at the business level right.

And it could, by then from one organization to another business, one business to another business for the same organization okay. So this is what we call that a specific business unit specific right. So you have to make sure that you identify them as a strategies business units. So each business unit is responsible for its performance and productivity right. And in order to have good better performance, so what kind of competency in terms of culture, technology and people would be required okay.

Then when it comes to identifying team strategies, this leads to further identifying the current of competencies that would be required by that team okay. Whether the team is able to work together, what kind of communication is there, how they manage conflict within the team, whether the team has and the members at all the interpersonal skills to perform the job effectively or not and then from the team you move to the individual level competencies okay so

if you are going to identify the role wise competencies the individuals so in terms of his knowledge, skill, attitude, behavior and all kind of things right.

Now the 3rd part is especially related to what you call the competency modeling okay this molding frame work basically if you look at this you will find that yes when it comes to organizational strategy okay you are going to develop those core competencies which is going to help the organization to achieve not only it goes in objectives but it is going to actually further peruse the interest of this sheer holders right.

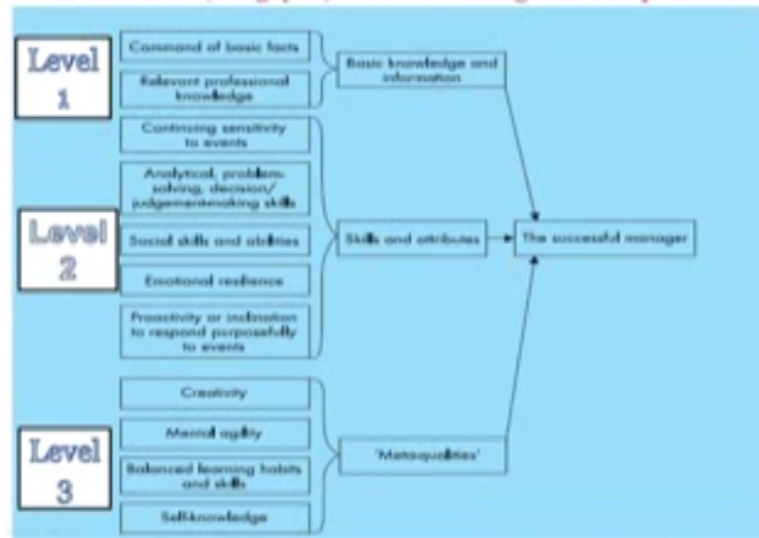
And that help you to achieve better position in the market right so your profit productivity, market position revenue growth okay that actually in associated with the kind of competency is that in average has or it should be linked with right similarly at the bases level again you have to have that you are able to achieve a business targets people are happy in cities side okay and similarly if you are not talking about team competency you have to see that yes you have a good team effective team okay.

And there is a in the team and this team is actually oriented towards profit okay and finally if the people are competent enough in the role they would be able to perform value right so they are accomplished their performance and that also have improved grow them individually and develop them, so slight so this competency might frame work if you look at this it talks about competency at 3 level.

Strategic level at the team competency frame work and then how this leads to what you cal certain goals and objective for the individual team as well as organizations right.

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The Lancaster (Burgoyne) Model of Managerial Competencies



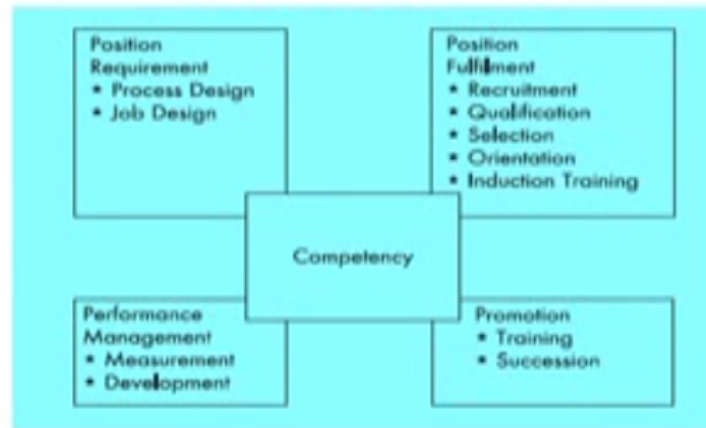
Now moving this we will look one of the models of managerial competency at 3 different levels right so that is nothing else but if you look at this you can see 3 things that is your knowledge part at the second level your skill part and third level your attitude or what you call behavior parts the qualitative aspects which leads to effectiveness, successfulness of your manager now if you look at this knowledge part what kind of things you require okay your knowledge okay your sensitivity your ability to solve problems in these kind of things.

At level if you look at what kind of things are required your social skills are more important okay how much your prepared or what is your emotional readiness your personality and these kind of things right and the third level basically how creative you are of that you are able to balance your habits okay softness skills actually okay, so if you look at this is one example especially related to manager competence so it shows that in order to be successful and effective as a manager you require these things.

So this is the first level that is the basic level which is must for doing the job this facilitates and this also facilities in the process now so you have to identify competencies at 3 levels and for each one of them then I have to see what so your competencies okay.

(Refer Slide Time: 08:12)

Assessment and Feedback based on Competency Mapping



So what you need to do is that you have to get assessment and feedback okay at different levels to identify the competencies okay and that is where it is used like identifying positional requirements in terms of higher into process the job and job design and process design different process and job the first you have to see that it is aligned with the competencies of the people in the similarly it is also relate to performance management and development okay because based on that you are going to see whether the people are able to manage their performance or not.

And what needs to see or to ensure that yes they are able to move to the higher performance level so what kind of development intervenes would be required okay so if you have developed competencies okay it could be used for certain provisional activities like first sectional planning are went for HRD intervenes to and so that you develop those competencies okay.

It could is also use for some certain managerial activities that was recruitments selection these kind of things orientation induction and the idea here is that when you are going for by thing the competencies you need to get feedback and assessment from all these things and so that you can you made your faith very effectively okay. And that is why you go for assessment in feedback which is based on competency mapping actually.

(Refer Slide Time: 09:37)

Behavior Indicators of Competencies

- A Competency is described in terms of key behaviours that enables recognition of that competency at the work place.
- These behaviors are demonstrated by excellent performers on-the-job much more consistently than average or poor performers.
- These characteristics generally follow the 80-20 rule in that they include the key behaviors that primarily **drive excellent performance**.



Now what are the indicators especially the behavior indicators because if you are talking about the technical indicators you will find that most of them are relative associated with the job right, for example if a software engineer so you need certain technical skills then internals of certain programming languages that the first level second level you require certain excuse that how we going to use them third level you need certain level indicators and it has been found that behavioral indicators are more important.

Then we do because that the first move to level you have those requests as knowledge skill which actually without which you can at perform the job but behavioral indicators basically hence you to assume that extra level of high level of performance which is very, very important for behavioral indicators of competencies, so you identify those scheme behaviors which basically enables recognition of competencies at the office okay and so that is where the differentiation is made okay.

For example you may have a number of teachers were going to teach the same thing but because of this particular competencies a tip good teacher might be differentiate from other teachers so for as knowledge and skills is concerned some of the teachers might be having might be at the same level but this could be enabling factors which is going to differentiate superior performance from the others okay, intense of a teaching style not only is not a general skill because you caught it is same with everybody right.

So everybody gone through the same education process but it is the a skill and the behavior which differentiate a person from others right, so that is more important when you are talking about the behavioral competences because you have to see that what the behaviors is must treated by people while performing the job okay, look at ultimately when you are going to carry out a competency mapping so size you are comparing the performance in order to identify the gap with a person who is performing.

Much better how I would have a superior level upper false so when you are going to identify this performance gap you are comparing it with not the average a performance but you are going to comparing it to the superior performance, so that you are able to identify the gap so how we going to do it you are need to see that what are the behaviors that is exhibited by the excellent performance they could be use this role models and that would be quantified so that and then you have to reach to that level.

Of behavior in order to have excellent performance right so basically you know that there is again we going to follow this 20 T 20 principle which says that yes there could be some behavior which are very, very significant are they are known as key behavior so may be that 20% rule that we are going to apply that 20% which is key behavior which is going to drive excellent performance are not other things so when you are identify competencies you need to identify those behaviors. Which contribute to significant performance improvement right?

(Refer Slide Time: 12:45)

Competency - Broad Categories

- **Generic Competencies**
 - Competencies which are considered essential for all employees regardless of their function or level. - Communication, initiative, listening etc.
- **Managerial Competencies**
 - Competencies which are considered essential for employees with managerial or supervisory responsibility in any functional area including directors and senior posts
- **Technical/Functional**
 - Specific competencies which are considered essential to perform any job in the organization within a defined technical or functional area of work.
e.g.: Finance, environmental management, etc



And that is where we are trying to identify competencies that three different levels right generic that is more important we have talked about it which is which requires for effective performance okay and then we have to see that this is available irrespective of their functional level right, like having goodly respiratory, good communication everything initiative, listening skills right, so these are these competences are considered essentials for all employs across jobs or functions right, and that is why they are known as generic competencies, this is the first category of competencies. Second level of competencies are known as managerial competencies, okay.

So this is required for those who have managerial or supervisor responsibilities right, it may not be required for all kind of jobs, then these managerial competencies after this we have technical error functional competencies right, so this functional competencies are technical competencies we will talking about them this is basically also considered essential to perform a given job in an organization, which has defined technical and functional area of work. For example, if a software engineer so you need skill technical skills in programming in certain languages right.

So suppose you are concern with environment management so you should have functional knowledge or technical expertise that how to manage the environment or suppose you are a finance professions was dealing with the finance then you must have basic technical competencies and function competence whatever you call it in order to manage the finances right. So that is how we classify into three broad categories that is generic competencies, managerial competencies and then we have technical competencies, right.

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Approach

Job Analysis leads to

- long lists of tasks and the skills / knowledge required to perform each of those tasks
- Data generation from subject matter experts; job incumbents
- Effective Performance

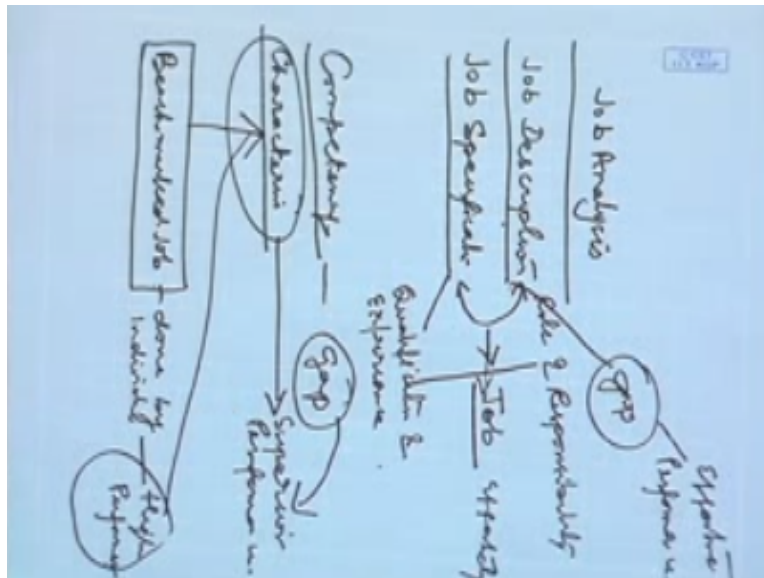
Competency model leads to

- A Distilled set of underlying personal characteristics
- Data generation from outstanding performers in addition to subject matter experts and other job incumbents
- Outstanding Performance



Okay, now what we are going to discuss here is that fine we are going to use this competency approach and not by job analysis approach. What happens in job analysis approach right, so what I am going to tell you here is that if we are going to use in the job analysis approach.

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What we do here is, we try to go for job description and job specification these are the two things that is done, job description is nothing else but duties and responsibilities and job specification is knowledge and skill that is required in order to perform the much, job right. So you need to match this job description with job specification okay, and make sure that it is related to the job it means that if you have this and this probably you will be able to perform your job effectively right.

So you, so job analysis process you identify rules and responsibilities associated with the job and not only rules and responsibilities but you also identify qualification and experience that is required for the job, so you match these two and see that it helps you to perform your job effectively, right. So that is what way this traditional job analysis approaches right. Now when we are going to use this competency approach it is different, in the different in the sense that you try to identify certain characteristics what there is, what you call underline characteristics which leads to what you call superior performance not average or effective or standard performance right.

So how do you indentify these characteristics, if these characteristics are not identified based on job description process, but you are going to identify these characteristics based on bench mark jobs so you need to identify job okay or an individual you can say done by an individual who is a high performer right, so you identify the characteristic of a high performing individual which leads to high performance or superior performance right.

So once you are able to identify the characteristics in terms of halogen skill in knowledge skill in higher individual you identified the gap in the competencies which is required for superior performance not effective performance so this is the difference between the traditional approach job analysis approach and the competency approach to identify the gap.

Here this gap is identified for improvement in the performance, so that person is able to achieve what we call an effective performance and here this gap is identified to achieve what you call superior performance and that is the difference here you adopt the traditional job analysis approach see what are the roles and responsibilities what is the qualification he has it or not whether there is a gap that the gap is identified and then he go for training at the kind of activities here also you can go for training but this training is going different than this in the sense because you first need to identified the characteristics of a superior performance in terms of what you call knowledge skill and attitude okay.

And then you are going to say a person whose performance is compared with this person in order to identify the gap now with the standard roles and prescriptions which is used to perform ort identify the gap.

(Refer Slide Time: 18:57)

Traditional Job Analysis Vs Competency Approach

Job Analysis leads to

- *long lists of tasks and the skills / knowledge required to perform each of those tasks*
- *Data generation from subject matter experts; job incumbents*
- *Effective Performance*

Competency model leads to

- *A Distilled set of underlying personal characteristics*
 - *Data generation from outstanding performers in addition to subject matter experts and other job incumbents*
 - *Outstanding Performance*
-

So these are the differences between the traditional and this competency approach and then we have to identify what are the behavior indicators or high performance individual's right.

(Refer Slide Time: 19:09)

Behaviour indicators for high performance individuals

- *The competency definitions are based upon outstanding current performance in the organization.*
- *These competencies do not reflect someone's management theory or an academic idea of what it takes to do the job well.*
- *It is based on what works within the organization and most directly contributes to top performance.*



So basically you need to identify those competencies based upon outstanding current performance in the organization that is what I will be trying to emphasize a path okay. So here we are going to identify the gap in the competencies you are going to compare it with outstanding performance for individual and that could be considered as a benchmark for identifying the gap right.

So it is not related to management theory or an academic idea okay which is already prevailing but he actually has to do it all the job and then see that who is performing very well and that could be treated as a standard for effective performance and then your performance is going to be compared with that one right okay. So it is based on what works within the organization not outside and most directly contributes to top performance right.

So that you can directly relate the high performance and those characteristics with each other and then you see to it that all the people who are going to work in the organization or having those characteristics so that they can contribute to top performance right.

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Applications of Competency

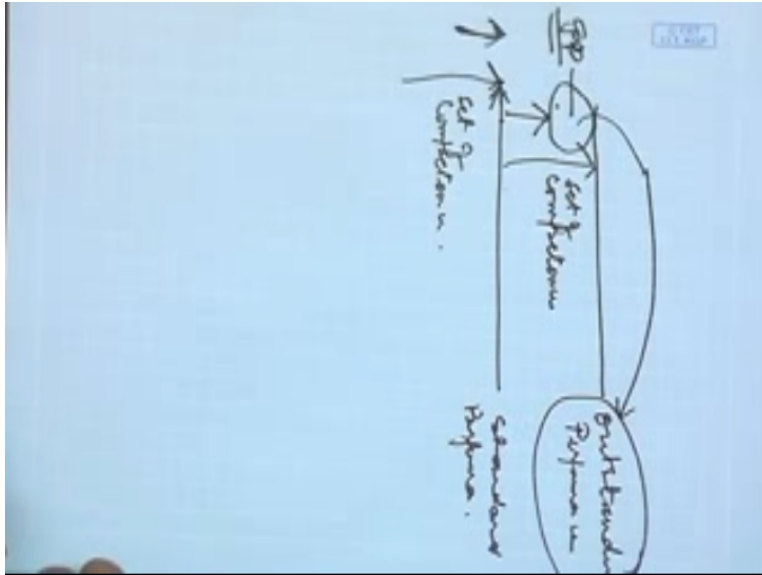
- Competencies identified are used to select, develop, manage, reward & compensate employees
- Employees know what competencies are required for success & how they will be evaluated



So we have talked about some of the competencies okay for selection development management reward and compensation of the employees. Similarly you also know that what are the competencies that is required for you to successful to be successful and then you can evaluate yourself okay on those criteria that is generic technical and functional competencies and non linear competencies right so these manage competencies and generic competencies could be an overlap for a party call this they have risk ski8lls a s well so you know that what the various competencies that you required and in order to the successful at the map.

So when you are going to map our profile competency for a given role for an employee the idea is that you tell him look at these are the competencies at this level that is required okay so for example when I am trying to see try to apply the competencies so this you called is as standard performance.

(Refer Slide Time: 21:18)



Right so this is the standard performance here now you have these two layers okay now you move your time then you say that this is outstanding performance so you need a set of competencies here also and you have to identify the set of competencies that is required to go for outstanding performance right and then you have to see that in case of trending approach and logical approach I have discussed earlier.

That you are some various and the gap is identified and this gap is this two trending level and in this case when you are going to use this competency map in framework we have to see that they are performing here at this level up to what level you have we able to reached yourself suppose you have to reach to this level so this is the gap so this is the gap that is to be identified.

Now you have to find out this gap that is to be best intervenes because this is required for what you call successful performance right so this gap as to be best so it implies should be in position to identify what is the gap in the competencies for superior performance and then what kind of intervenes they can plan of the organization plan so that they can have better performance or what they called superior performance or outstanding performance.

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Applications of Competency

- Competencies identified are used to select, develop, manage, reward & compensate employees
- Employees know what competencies are required for success & how they will be evaluated

Strategic Workforce Planning

- Develop assessment tools to determine whether workforce possesses the competencies necessary to meet organizational goals



And that is why we are going to apply these competencies so they are different areas which could apply workforce planning okay especially where we are going for man power planning you have to see that what kind of people are required by it so when it comes to strategic workforce planning you have to see that yes you are going to have assessment tools to see whether people had those competencies or not to meet the goals and objectives of the organization.

(Refer Slide Time: 23:37)

Application of Competency Model (Contd.)

Selection

- Based on competencies:
 - Develop criteria for screening & evaluating resumes
 - Develop content specifications for written tests, performance tests, etc.
 - Prepare interview guides & rating scales
- Create interview questions to find out, how candidates have demonstrated competency in their past work



And that is why to decide the quality and quantity of people that you are having an organization so that is one area where you can apply it moving further as I told you that these kinds of things are also apply for the selection of the people so make sure that you are going to select people not going to perform at this standard level but they are going to perform superior level okay right.

And the selection is going to based on competencies which is required for superior performance okay so when you are going to develop criteria for selection and evaluating resumes that this is the criteria is not for standard performance were the criteria is become from the superior performance nod then you are going to use those characteristics which are leading to superior performance so for selection also that can be used right.

And this could be and accordingly you are going to divide the selection process performance test to identify the level of competencies people have right and accordingly you can go for the entire selection process to identify those who demonstrate competencies which is required for the superior performance right.

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Application of Competency Model (Contd.)

Training and Development



But from selection you are also using training and development that is what I told you that one way to identify training and development needs says based on the job analysis approach you tried to identify the gap between the standard performance actual performance but for using competency framework you can still plan for training and development to achieve higher level of performance and see that how people can develop those characteristics which leads to higher level of performance right.

So in training development this could be used so you can design a curriculum for training and other activities for development of the employees ready to high those competency require for higher level of performance right.

So you can use some feedback kind of system where multi rater feedback you can go for feedback for access the requirement of the employees for the competency development and according you can do it right once you have done it identify the intervenes are the development program that is to be taken up or build strengthen each competency is required at the individual level for different jobs or it could be planned at the department level are in the opposite.

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Application of Competency Model (Contd.)

Performance Management

- Develop guides for managers to help them conduct discussions with their employees about their performance of the competencies
- Create rating guides to assist managers in the assessment of each competency
- Develop a performance appraisal process & forms that incorporate the competencies.

Succession Planning

Then apart from that you can also use it for performance management where you need to see that those competency are they are and the people so you can discuss it with people that one of the competencies that which is going to be compared by management for you and then for managing higher performances because you were not talking about managing standard performance right.

So you discuss it with and see that how it can be achieved and how can relate higher performance and competencies right so you accordingly you develop a performance management system so you go for assessment of the performances assessment of competencies and then you identify the gap in the performance and see what is to be done right okay so you have to see that your performance the private system.

And things have these competencies okay and the level that is defined for higher performance and then if I am compare people and see whether they have those competencies to perform well right apart from that you can also use it for succession planning actually is where you are going to identify a persona to take senior positions so you are going to identify successor so most probably successor is going to be someone who is going to performance very well.

And hence it is given now so with the help of this competency mapping exercise when you are going to identify highly performing individuals so they could be picked up for succession plan as and that is what you are going for succession planning also right.

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Application of Competency Model (Contd.)

Performance Management

- Develop guides for managers to help them conduct discussions with their employees about their performance of the competencies
- Create rating guides to assist managers in the assessment of each competency
- Develop a performance appraisal process & forms that incorporate the competencies.

Succession Planning

- Design tools to help senior leaders assess critical competency gaps in the pool of succession candidates
- Develop instruments to assess the competencies of managers who appear to have high potential for advancement

So in succession planning usually what happens you have to see that how assess competencies is required for senior position and those who are performing very well in the given job or high performance out of them who is going to be selected to take a senior position right similarly if you look at this.

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Application of Competency Model (Contd.)

Rewards and Recognition

- Design a recognition program based on the demonstration of highly-valued competencies or clusters of competencies
- Create a guide for managers to reward the demonstration of specific competencies by their employees

Compensation

- Design a competency-based compensation program where employees' salaries increase, based on proficiency in selected competencies

It is very important which is also used for reward manners and recognition so you are going to reward and recognize whom those who are very competency those who are performing very well right so they need to be rewarded recognize otherwise you will not be able to manage your talent or develop your talent right and this also helps you to reduce enlighten your absenteeism and it also helps you to increase the motivation level.

And more or else the employees because they know that if they are going to perform very well it lead to better recognition and reward by the organization and that is very important to design a recognition program to identify high value potential of people to high value competency people and then see that how different satisfied with kind of recognition or reward program that you are have done so make sure that you are going to have a reward system for them it must match the competencies so it defined it work otherwise which is not going to motivate them.

So it is very important to see that how this competency model have been used in various context competency also you can make a differences in the compensation program of those who are high performing price because they have better competency compared to those who are having standard performances or bad performances right so defined that it is been used in different areas and that is how we have been able to able to apply this competency framework in different context thank you.

