

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 40: Competency Mapping Approach to HRD
(Contd.)

Competency mapping process we were discussing n number of steps. And then, first few steps we had discussed where we talked about identifying the indicators, then giving a definition, and then for each one of them looking at what are the roles that you are going to play, the role holders, and then see that what is the provision, what should be the proficiency level of that person in that particular role related to the various competencies whether it is related to genetic, functional or managerial or behavioral sorry not genetic, but generic okay.

So with this description we move further to look at other steps that is involved, so once we have identified these things, these are the different roles and this is the proficiency level that is required.

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Session 4

Competency Mapping Process (2)

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Step 6 – Define Functional skills SR Role		
	Functional competencies	Definitions
Functional/ Technical Skills	Selling Skills	Steps of sales calls ...expand
	Distribution expansion	Enhance coverage in a defined budget
	RPS	Availability and visibility - merchandising
	RS Management	Stock norms, ROI, Mkt Service, Infrastructure, Mkt Credit
	Financial commitment Mgt	Handling collection issues, distributor investment, RS funds management
	Product Knowledge	Basic understanding of categories and products vis-a-vis the competition
	Market Knowledge	Understanding of the geography and relationship with dealers
	Trade relations	Relations with the retailers, leverage the sales
	Analytical skill	Analysis of territory alignment [coverage and costing]
	Claims making	Product returns, subsidy, schemes rejections handling

Then we move to the next stage of discussion that is identifying the functional and skill roles right. And here what we are going to do, we are going to see, here we are going to define the functional and technical skills, before that we have identified generic skills and behavioral indicators right, other conceptual skills. Then we move further to define other skills that is functional and technical skills, because this skill is very, very important.

And once we go about the finding these skills or the competencies which is required to perform these all effectively and again here we are going to provide definitions right. So say for example, here you will find a list of competencies that is mentioned like selling skills, distribution and expansion , RPS okay, then RS management that is related to software's, then financial management, financial commitment management, and product knowledge, market knowledge, trade relations, analytical skills.

So if you look at these skills or other skills, so what you need to do is that once these skills are identified, what you want to do is that, you are going to define each of these skills right. Because unless you have a description you will not be able to move to define the level of this skill that would be required by the individual to perform these effectively. So you have to identify what doing the selling skills okay.

So you have to very, very clear about it, so you have to expand this steps of selling calls this all, whatever processes are required in part of the selling skills that is to be defined clearly. Say for example, distribution expenses enhance coverage in a definite budget right, then availability and

visibility, merchandizing. So in that way you go about defining each and every functional competencies.

For example, say product knowledge, so it means that he should have the basic understanding of the various product that is being sold by the company. Not only the product knowledge about his company, but also product knowledge about the competitors right. So that he can convince customers to sell the product. Similarly, he should have market knowledge, market knowledge means that he should know about the geography of the area of where he is going to sell the product okay.

What kind of relationship is to be established with the dealers, stockers and others, so that he can maintain good relationship, unless he have market knowledge he will not be able to go ahead. So these are the competencies which makes a job effective right. Then he should be aware of the trade relations, and how to maintain relationship with the retailers, stockers and others. And that is probably he is going to leverage the sales okay.

Then he should be able to see that for how he is going to sell his product into the territories, and how he is going to align that, going into the coverage part that what are the areas that is still covered. How is into coordinate and integrate his activities within the area right. So these are the various skills that would be required and each of them is going to be defined very clearly.

Because unless you are able to define competencies not only this competency, but all competencies related to this three categories that we have started, say generic, behavioral and also these technical functional competencies and in some cases where it is required managerial competencies also. So once competencies are identified it is defined and the proficiency level is looked into, then we move further right.

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Step 7 – Identify Role Holder for each role

- Display of individual competency related to technical/ functional, managerial and generic competencies



So now then we identify role for each role holders right, between that you are going to see that okay, these are the competencies related to technical functional, managerial and generic competencies okay. So you are going to display all the competencies along with the description or definitions, so that the person okay, in order to achieve superior performance these are the competencies and this is the level of competencies that could be required by each stakeholder okay.

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Step 8 – Assess role holder behavioral skill

- Echo (A customer satisfaction tool)
- Psychometric Tool
- Behavioral questionnaire
- Interpersonal, activity and motivation
- 10 Dimensions of Personality



And once you have done this they move to the next part is assessing his behavioral skills because you remember you are not going to only confine to technical skills are his generic skills but you also move to discuss about his behavioral skills and that is where you are going to identify our is behaviors which is required for effective performance okay so now if you look at behavioral skills there are number of tools and techniques that could be used to assess his behavior and then his behavior would be compared with one which is has a superior performance or you even follow this of the description model if it is required.

So for example for a sale person you know that customer satiation is of primary importance, so you are going to use tool to assess whether the costumers are satisfied are in what way he is going to satisfy his costumers so there is certain tools that could be used okay this after basically echo which can be used then you are also going to use certain psychometric tails test okay, in order to identify his interest his attitude his interpersonal skills his communicational skills.

So because this is going to be part of your behavioral skills, so you are also going to use certain psychometric tools the idea of using these psychometric test is that you probably you will be able to assess behaviors this softer skills and the extent to which it is going to contribute to what you call the performance of the individual now we are talking about psychometric tests or tools that you are going to use make sure that it is relevant it is contextual and actually it helps the assessor to identify the relevant behavioral skills which is required for effective actually.

Now when we are going to talk about psychometric test are tools you also need to look into the properties weather if they are reliable and valid out not okay what is our norms against which you are going to compare it so, make sure that you are going to use as psychometric test based on certain criteria it means they must have a norm they must be reliable and they must have a validity okay so unless these few things are not there you should not go about using these test.

And then you know that psychometric test is always used by a person who is expert in not administration and interoperation of these kind of test okay so most of the time we find that behavior scientist as I call this as involved in these kind of activities so whenever you are going to use these psychometric tests a make sure that it is used my an experts who know how to administer interpret it and also look into the reliability validity at the norms issues right.

So psychometric test are very important that is to be used you can also use the certain questionnaire to access behaviors right so you identifies those behaviors and then you develop a skill rating a skill to measure his behavior and that would have probably help you to see that weather the behaviors which is required by the individual is present and the level to which it is present because if you are using rating skills probably you will be able to access the extent to which that particular behavioral specific behavior is present in the individual.

Say for example you want to measure assertiveness so we far do major assertiveness the in the individual because it is one of the behaviors that is required by the individual right to be effective so when you are going to measure effectiveness first of all you are going to select a tool which is going to where a 11th and a context of the sales people and then you also look into psychometric because if you not look into psychometric probably it will not be good so you are going to see whether this test has been reliable and valid or not and similarly what are the norms for comparing the score of the individual okay.

Since you are using competency mapping so what you are going to do is that you are going to set these norms at a bit higher level to ensure that these behaviors are reflected end region and then you are going to use a questionnaire that is behavioral questionnaire to measures activeness so you are going to develop a rating skill which probably help you identify the extent to which the person is assertive or not and weather this is level of assertiveness is required for the job or not okay so identify the level of assertiveness that is require you measure the assertiveness level.

So that you can see the extent to which this particular behavior skill is present in the individual okay moving further you can also measure like intervals act relationship is activities motivation so these are some of the you can say skills that would be required for the individual which comes under the behavioral skills and that different kind of skills rating a skills can be used as some other techniques can also be used if you really want to measure the behavioral skills of the individual right or another important thing.

That you can go even for measuring personality because personality of the people is very important but personality does not mean only about the physical make of the individual personality is aim communicational that physical characteristics and also the physiological characteristics okay because the personality is actually defined as a physio metaphor basics of certain personality physical characteristics as well as physiological characteristics right so you also need to measure personality under the way ok skills so you have to what are the relevant dimensions in one case probably it is identify that okay.

These are several dimension there are there could be several dimensions but these are 10 dimensions which have been identified as relevant an important in the case of sales people which need to measures right.

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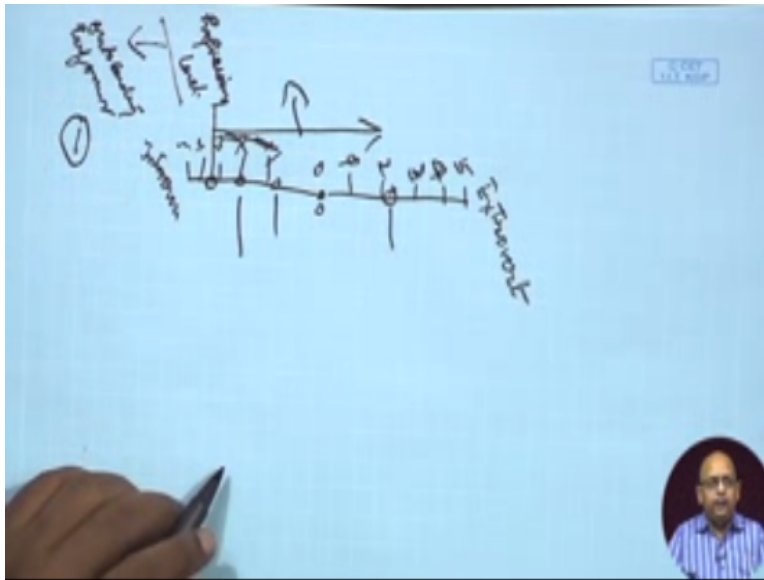
Step 8 – Ten Dimensions of Personality

Introversion	Extroversion
Anxiety	Relaxation
Assertion	Questioning
Receptivity	Distance
Rigidity	Improvisation
Intellectual Dynamism	Intellectual Conformism
Combativeness	Conciliation
Realization	Facilitation
Belonging	Independence
Power	Perfection



Look at these measures okay so if you look at these measures you will find that most of these measures have been identified that bipolar dimensions right so for example introversion and extroversion okay so what kind of qualities will be required for the phase people right the level at which this personality dimensions would be required so you have a scale moving from introversion to extroversion suppose you have a scale.

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And here you are moving here and you are going to be introvert case 0 and then you are going to here an extrovert right so here you are introvert and here were extrovert 0 1 2 3 4 5 right 1 2 3 4 5 so it has when equivalent appearing interval scale 0 1 2 3 4 sorry 1 2 3 4 and 5 now if you have this kind of a scale so you are going to measure and this is one of the personality dimensions and accordingly you can think about all personalities dimensions that is mentioned, so you have to see that what is the proficiency level that is required it means that a sales people have to more extrovert.

So the acceptable level is safe work are somewhere in between 3 to 4 these are very, very highly good so that is also at good so somewhere it is going to be this is the what you called proficiency level that is required now this is the proficiency level that is required and then you are going to accesses that particular individual and this personality dimension and suppose you find that he is here or his here suppose they are three individual it means the gap is this one right that needs to be fulfilled and this proficiency.

The proficiency level is standardized based on outstanding performance similarly you are going to look into other dimensions like anxiety and relaxation okay, again there are two bipolar dimensions okay if you are totally relax or two access probably it is not good okay so third dimension like being assertive or questioning right then receptive of keeping a distance right a very much receptive to as you keep as distance right you have very, very rigid or improvised

right and then intellectual dynamism right, but there you always conform to certain things are you try to being deviating from them are.

Having a different opinion altogether right otherwise the combative or conciliation right are not council but you council it right, so these are the personality dimensions which have been identified as relevant in the case of sales so you are going to use this kind of a scale right to measure the personality level and then you create a profile of the individual based on this personality okay and but before that you identify a standard personality profile and that should be based on the required proficiency level of these personalities of an outstanding performance okay, so what is that kind of profile is created so you know that okay this is the behavioral profile that.

We are looking forward once you essence that considering the reliability validity other things of the scale is good then you can be sure that if it is matching with the individual concern then you can say that this sales person as call the qualities to we called as competent person and then he is going to be an outstanding performance right, but there could be still be some gap between there is likely to be or whether is going to be right and that you come to know only after sometime but once you measure it.

And you find that the he has his qualities you may be assured that okay this person is likely to be a good sales persona and he is doing to an effective performance right, so what is mean say here is that you are going to measure these behavioral skills as well similar way that you have measured functional competence and also generic competence okay.

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Step 9 – Assess Functional skill with superior/HoD

- By Experience
- Would be empirically done by superior
- 360 degree Appraisal



Now once you have done that you are also going to track to the supervisors because supervisor is going to help you to identify certain other skills related to performing his job so it could be related to functional skills or it could be related to technical skills sorry, functional technical skills or it could be related to behavioral skill as well, okay. So you also need to concern the line managers when you go for a because he would be in a position to provide you better feedback and that is why you know that when we are going to use or assess these skills you are not going to use only questionnaires, surveys or observations but you also use critical incidents right.

You also use 360° feedback so under the category of 360° feedback you can also get information from his line managers, to have the head of the departments, this fellow colleagues because they would be able to provide you some data related to the individual I mean in terms of the kind of the level of competency that person has okay, and you can include supervisors or head of the department because they are experience people, they are been doing supervising these kind of things and they can actually demonstrates and see that whether this person is being good in that particular job or not, okay.

And that is where you are going to use 360° feedback to assess these kind of a skills and you are going to include here a number of stack holders apart from the individual itself could be supervisors, it could sub-ordinates, superiors or external customers suppliers, vendors right or traders who are part of the processor who actually participate in the process and they can also evaluate to the individual so that you get a comprehensive picture, right.

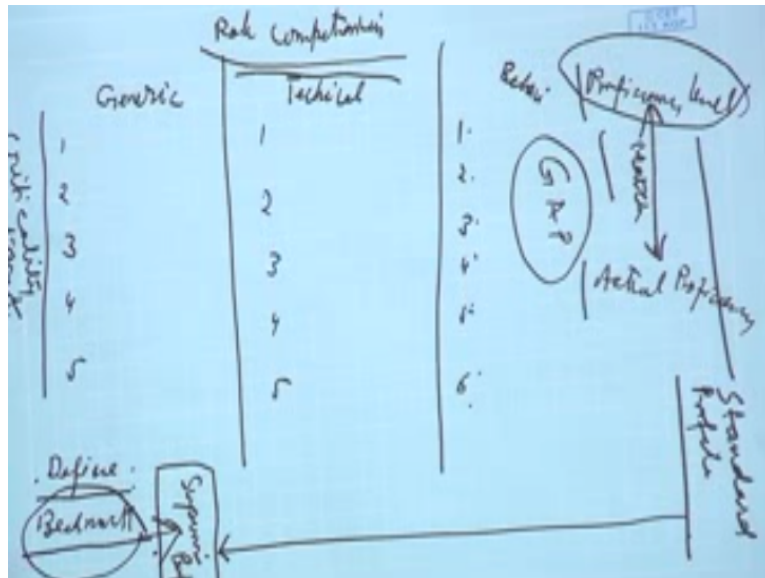
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Step 10 – Match of role holder Vs Role based Competency



So once you have been able to assess all kind of competencies you move to the next level and that is you match the role holder verses role based competencies okay. Now what you have done, you have identified these three kinds of skills okay that is what we call.

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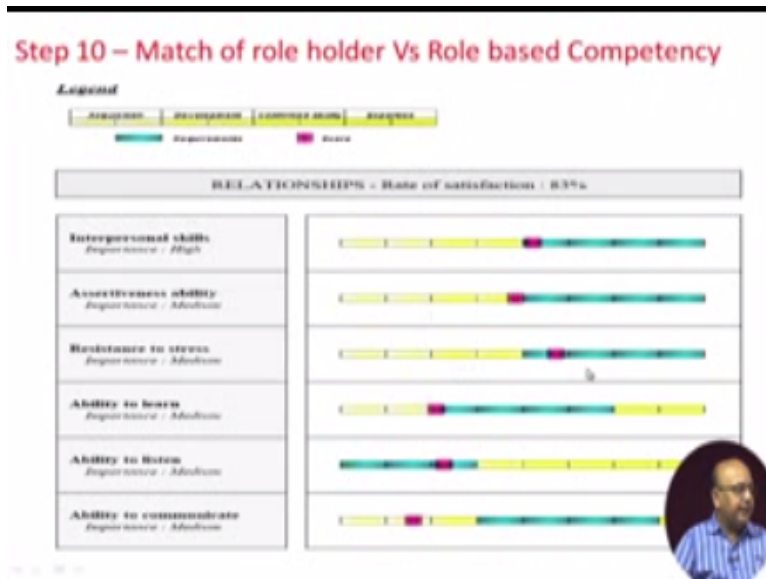
Generic, technical and retrieval okay, so you have competencies are identified okay, do not go for too many competencies you see look into those critical competencies and how important they are okay, that was the two criteria you remember we talked about in order to identify these competencies so one, once you have been able to identify role competencies related to particular job what you are going to do is, you are going to see whether what is the proficiency level that is required and what is the actual proficiency of the person concerned, who's competency is measured, okay. So the proficiency level that is required and actual proficiency and whether it is matching or not so you are going to match it, okay.

And that is what I mean by this when saying that matching the role holder versus role by based competency so if you are able to match it you will be able to identify what the gap in the competencies, right. So based on this but before that you have to identify all the competencies you have to define all this competencies okay, and the criteria for identify this is to that is criticality and importance.

Then you are using certain methods to source out these competencies okay, and then you are going to define them very well so that when it comes to assessment then you have bench mark profile that is related to individual who is a superior performer and based on this bench mark profile you see that what is the level of proficiency and accordingly you create the proficiency level profile this could be what we call a standard profile, right.

So this is standard profile would be used to compare individual profile right, to identify the gap so once a standard profile is known then you can see that how it could be used to identify the gap in the competency level, right and that is where we are going to talk about matching the role holder verse role based competency, right.

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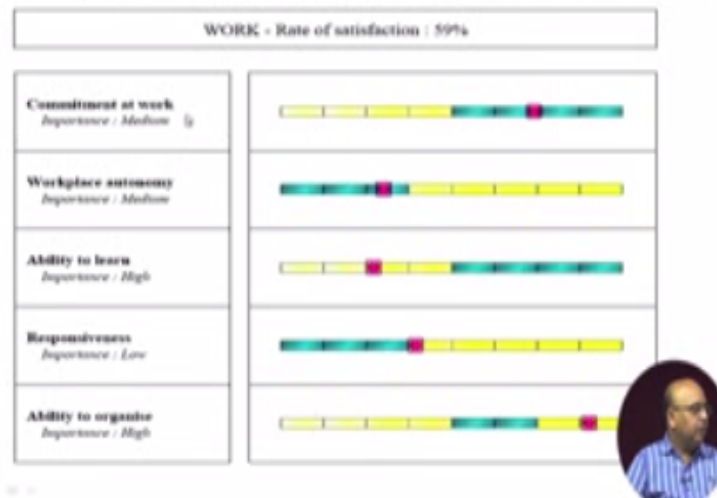


Now if you look at this it is given here okay so some of the skills which I have measured here right at 4 level that beginning level development level conform level and the expertise level, so these are the thing and this was base score so you are moving from either here to here and if you look at these are the competencies for each of gee competencies it means you have to see that where you are standing right.

So each one of them so this is the score that you have got right you can say right so here it is very high here it is medium it is medium it is medium it is may be medium so this way you can say that where the persons stands on this right.

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Step 10 – Match of role holder Vs Role based competency



So for others you can see work related activities are functional competencies right this is how it has been made okay so the idea here is like say commitment to work you will find that is medium here then work place it one here it is here right ability to learn it is here responsiveness here but as I told you that once you identify the competencies using different sources of data and using the data to see the level of competencies that is there in the individual you are going to match them.

So after matching probably you will be able to know the level at which it is the air or the level at which it is required suppose you find that the competency level is very high it means that on that particular competency level we do not need to do anything right. But if it is low then it means that you have to plan certain interventions for the individual it could be training development activities provided generic to functional competencies or behavioral competencies but if it is something else then you go for coaching inventorying to ensure that he is able to reach to that competency level.

Mentoring has been found very useful here when it comes to improving the competency right because we have already been doing a job effectively okay similarly you will find that some other say either important factor okay, what is the long term orientation co-operation in when so you see that where he is stands. So that is how you can see that what is the rate of satisfaction with this particular variable and what is the required level and accordingly you can identify the gaps.

So you will find that when we try to match the role holder and their competencies that is how we proceed and this is one way that I have discuss and another way is that you can manually do it you can go for identifying all the competencies here and less this competencies provider their description of definition of all these competencies right and then you measure it using a tool that the level of which is competencies are there in some cases you are going to use assessment centers up to 60⁰ feedback some cases you are going to use questioners some cases you may use critical incidence techniques.

So depending upon the required of what kind of competency are you going to match sorry say defined you are going to collect data using difference source it could be supervisor it could be threshold technique it could be the individual himself okay and then you go for survey behavioral event interviews question answer all kind of method could be used to get the data to identify the competency and also define this competencies once competencies are defined you go for identifying the bench mark or the standard against which it will compared and that is here it is very important to see that it is always going to be superior performer on the job.

So the extended profile is based on this one right. So I can link it here so prior performer is actually the standard profile and this profile is compared with the actual profile of individual whether they going to be a personality behaviors any kind of skills generate skills technical skills and behavioral skills.

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Step 11 – Action Plan: Talent Acquisition

- Fixing a norm for selection
- Change in the interview evaluation sheet
- Competency based Preliminary interview
- Administer Echo and match with competency matrix
- Hiring – Other post selection procedures would be administered as is being done by HR

Probably that would help you to identify that tact in elaborately right so once you have been able to identify that then the next stage what you are going to do you are going to look at action plan so but what it is to be done okay in terms of taking certain actions so that you can be assured that people have those competencies at that particular level so we go for talent acquisition in case of talent acquisition okay you should remember one of the applications of competencies in selection process okay.

So now your criteria or norm for the selection process goes up okay because you rate going to use a standard profile is based on superior performance so accordingly what tried to identify people who are having those competencies so that you do not need to plan any interventions because if you are going to have very competent people then the need of training everything not going to be there so it is not going to be save you at the later stage but even you do not need to give my these kinds of things right.

Because you have already recruiting people or selecting people based on the norm which is much higher level right then you can also see that how you are going to evaluate because the kind of norms that you are going to identify for selection of the people that could with the criteria of evaluating people during in order to judge them right and then your interval basically going to be competencies based okay.

So you have to that is very you are going access whether people have those competencies or not right then you can use certain test to see whether the person have been able to reach so those competencies matrix and what I have discussed this is how you are going to create competencies competency matrix leads to different things right okay.

And then other post selection processes is become easier because you know that into no need to plan intervention if it is going to be cost effective and HR would be in much better position to do other things because you are assured that you are going to hired someone who is moving very delegate right if in that happens okay.

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**Step 11 – Action Plan:
Performance Management System
[Talent Management]**

- Administer at the time of appraisal
- Identify hi-potential – future role leaders
- Link it with the promotion policies
- Succession planning



And other important thing is that performance management or talent management you know that basically you are going to evaluate performance in order to see whether the person has performed very well or not right but if you are going to use competencies based performance management systems then you can see your criteria would be different and then you are going to see whether the person has reached to that performance level or not okay.

So what you are going to see you interface proficiency level which is going to be compared with the standard profile and accordingly you are going to set the targets for that this is the target based on the standard profile that you need to met right so that it can be evaluated later on right and that also helps to identify people with hi-potential because if you are able identify people with growth potential or hi-potential you can groom them.

You can mentor them into become lead them and you can educate them you can a mentor them so that they become leaders in the future similarly you were also link it with promotions and other kind of things right because if you remember that if you are going to perform well and you have met all those competencies criteria then it climb be used for administrative purposes who promote people in the organization.

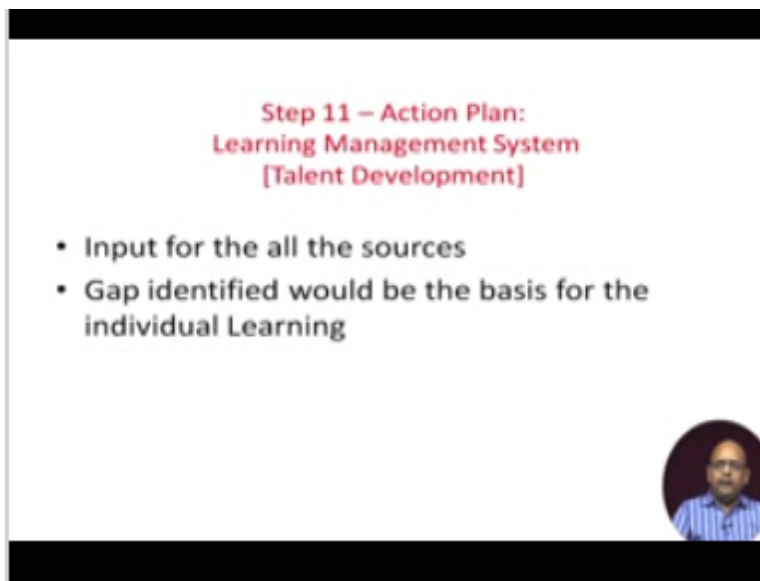
And criteria and also you can think about succession planning, succession planning means then it can be used for administrating purposes tool promote people in the organization and then you can also think about succession plan is that if you have extract succession plan you know that who is into play zone and when based upon matching the competences so if you are looking for a

successor for a particular level in a job then you see that the successor higher those quality into competencies then again you have to minimize those competencies in order to ensure that succession plan execute right and ultimately carry out planning because you know that high potential hyper planning implies will always be moving height in the career.

So for that you can have a separate career to the planning system for example you know many companies today I have gone for fast tracer grow system right when you have to take break I have gone for this I remember like this these companies have a fast tracker it goes from high performing employees so you will find that if you have the potential of the competencies to do well and you have been doing well.


And you performance has been supreme consistency then you have better chance to grow in a I mean a sorted time of time compared to others in the process who take longer time or who take a standard career route to go end up in the organization similarly you will find that those people who are not utilize because of this competency you can update make better place of people also.

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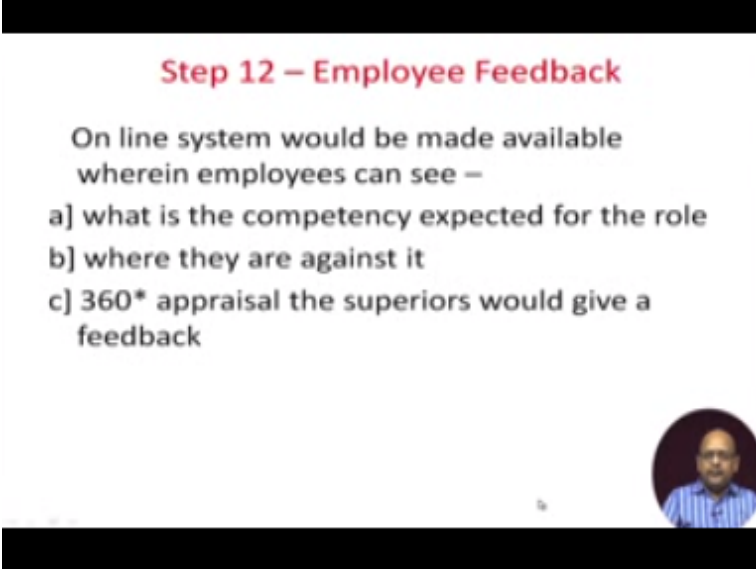
**Step 11 – Action Plan:
Learning Management System
[Talent Development]**

- Input for the all the sources
- Gap identified would be the basis for the individual Learning



Then you can also develop your learning management system that is running in development activities right based on their input mostly you have identified the gap okay then you have plan intervention or individual learning as well.


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Step 12 – Employee Feedback

On line system would be made available wherein employees can see –

- a) what is the competency expected for the role
- b) where they are against it
- c) 360* appraisal the superiors would give a feedback



And once you have taken these accents the last step is to take feedback from the employees right you can develop an online system to see whether your competency mapping framework has been good or not with that you are been able to really identify competencies that is required which is relieved okay whether the definition have various competencies are good how the competencies mapping size is been carried out how the competencies proofing have been carried out whether the feedback given by different sources and the method of data collection is appropriate or not.

So you can get feedback from the people on all accounts to ensure that the entire competencies mapping process is good okay so you can questions what is whether they have been able to identify the expected competencies for that role okay whether they are against it whether you have done a good citizen appraisal related to getting feedback from the individual.

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Summary of competency mapping steps

- Identify job for mapping
- Identify the role and responsibility through job description
- Identify a benchmarked role holder (high performing individual)
- Identify the key competencies related to technical, managerial and generic
- Give a comprehensive list with definition of these competencies
- Identify the level of Competency for the job
- Measure the competencies and collect data from the sources of individuals doing the job
- Compare with the benchmarked job
- Identify the gap in the level of competency required
- Develop an action plan and follow up



So this is the summary of the competency maps okay so what you are going to do is that you are going to identify job for mapping then the role is responsibilities through job description then identify a benchmark role high performing individual right and identify the key competencies related to this and finally you give comprehensive list with definition of these competencies these are the we are been talking about then level of competency for the job okay.

And major the competency and collect data from sources of individuals doing the job that is how we proceed because so these are the step by step approach that is to be followed and finally compare with the bench marked job and identify the gap in the level of competency required okay and then develop an action plan and go for follow up and this is what we have been discussing as a part of a competency mapping process thank you.