

**“A Study on Employee Competency Mapping in Public Sector”**

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**Abstract:**

*The research study aims to assess the competency of the employees of public sector in Bangalore. It evaluates various aspects of employees' competency such as leadership ability, human relation, communication, adaptability, and overall task proficiency. This study is to help the organization to identify the men of incompetence among the employees, and to take remedial measures to improve their performance.*

**Keywords:** *Competence mapping, Employee, HR management*

**Introduction to Competency Mapping**

At the heart of any successful activity lies a competence or a skill. In today's competitive world it is becoming particularly important to build on the competitive activities of a business. There has been much thinking about business strategy over the last three decades, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Top management has been identifying corporate core competencies and has been working to establish them throughout the organization. Human resource development builds competency-based models that drive business units.

**Definition of Competency**

Competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.

**Types of Competency Characteristics**

- **MOTIVES:** The things that a person consistently thinks about or wants and that which causes an action. Motives 'drive, direct or select' behavior towards certain actions or goals and away from others
- **TRAITS:** Physical characteristics and consistent responses to situations or information
- **SELF-CONCEPT:** A person's attitude, values or self image
- **KNOWLEDGE:** Information a person has in specific content areas
- **SKILLS:** The ability to perform a certain physical or mental task

### **Approaches to Competency Mapping**

- **BEGINNING FROM SCRATCH:** In this approach, organizations would need to form the competency management objectives, plan the competency mapping process, engage a competency project team and train them on competency mapping process, develop competency identification and data collection tools for identifying the competencies and map the competencies of target jobs. It is advantageous as well as a basic necessity that each organization develop its own competency mapping framework from the scratch. Because launching competency initiative from the beginning can contribute for infusing competency culture in the organization. Secondly, any amount of modification and validation may not create the kind of impact the original mapping process can do to the organization.
- **Adopting Generic Models:** Some organizations adopt the generic competency models after validating and establishing their appropriateness. However due to increasing uniqueness of organizations even when they belong to the same industry, driving organization specific competency program from scratch instead of adopting the generic competency models has become order of the day.

### **Importance of a Competency Model**

- Hiring the best available people
- Enhancing 360degree feedback process
- Productivity maximization
- Adapting to change
- Aligning behavior with organizational strategies and values

### **Benefits of Competency Approach**

- Increased productivity
- Improved work performance
- Training that is focused on organizational objectives
- Employee know upfront what is expected of them

Employees are empowered to become partners in their own performance development.

### **Various Competency Models**

- **JOB COMPETENCY ASSESSMENT METHOD:** This is developed using interviews and observations of outstanding and average performers to determine the competencies that differentiate between them in critical incidents.
- **MODIFIED JOB COMPETENCE ASSESSMENT MODELS:** This also identifies such behavioral differences, but to reduce cost, interviewees provide a written account of critical incidents.
- **GENERIC MODEL OVERLAY METHOD:** Organizations purchase an off-the-shelf generic competency model for a specific role or function.
- **CUSTOMIZED GENERIC MODEL METHOD:** Organizations use a tentative list of competencies that are identified internally to aid in their selection of a generic model and then validate it with the input of outstanding and average performance.

- **FLEXIBILITY JOB COMPETENCY MODEL METHOD:** This seeks to identify the competencies that will be required to perform effectively under different conditions in the future.
- **SYSTEM METHOD:** This demands reflecting on not only what exemplary performers do now, or what they do over all, but also behaviors that maybe important in the future.
- **ACCELERATED COMPETENCY SYSYTEM METHOD:** This places the focus on the competencies that specifically support the production of output, such as an organization's products, services and information.

### **Statement of the Problem**

To trace the competencies of the employees and determine where they stand. To trace the areas where the required competencies are lacking. In order to find the most feasible method of inculcating practices that enhances the competencies of the employees. To facilitate the development of a good competency model in order to enhance the competencies of each individual. to improve the quality of competencies in the concerned or job description.

### **Objectives of the Study**

- To build a uniform system for measuring behavioral and leadership competencies of the employees and not separate systems at different locations which may have been adopted at different points of time in different departments so far
- The linkage of training with organizational goals has to be clearly identified through competency mapping
- To facilitate competency based compensation system
- To facilitate recruitment and selection on the basis of competencies identified for different positions and to select best suited persons
- Talent Management on the basis of competency mapping
- Defining factors for success in jobs and work roles within the organization
- Assessing current performance and future development needs of persons holding jobs and roles
- Mapping succession possibilities for employees within the organization
- Assigning compensation grades and levels to particular jobs and roles

### **Need for the Study**

Firms in Global context are increasingly aware of the need of competent employees. Companies nowadays, facing increased Manpower cost, need to ensure maximum available organizational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organization if rendered competent will remove many difficulties. These considerations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organization.

### **Methodology**

While preparing a report, the most important element is data. Data generally means information required for analysis and information. Data can be classified as primary and secondary data. The topic for the research study is competency mapping in public sector. Hence to conduct the research the type of research which was best suited was descriptive research. The data is collected through questionnaire surveys from the employees of public sector. The descriptive research method has met the requirements of the study.

### Sources of Data

For the purpose of this study, both primary and secondary data were used. The primary data was collected from the employees working in public sector. The secondary data was collected from various records and literature established by various authors in journals and blogs and articles published by various international institutes.

### Primary Data

Primary data are those data that are collected for the first time and they are original in nature. The primary data collected for this research is through questionnaire method.

### Tools for Data Collection

The study is conducted with the help of literature established by authors.

### Sample Unit

The research undertaken is mainly based on the primary data. Questionnaires were circulated to 50 employees belonging to various grades in the organization. The questionnaire was personally collected from the respondents.

### Questionnaire Method

A questionnaire is a set of questions that has been prepared to ask a number of questions and collect answers from respondents relating to the research topic. A number of questions usually in a printed form are to be answered by the individuals. The forms often have blank spaces in which the answers can be filled or will contain options to choose from. These questionnaires are then distributed to the respondents to obtain statistically useful information about the research topic.

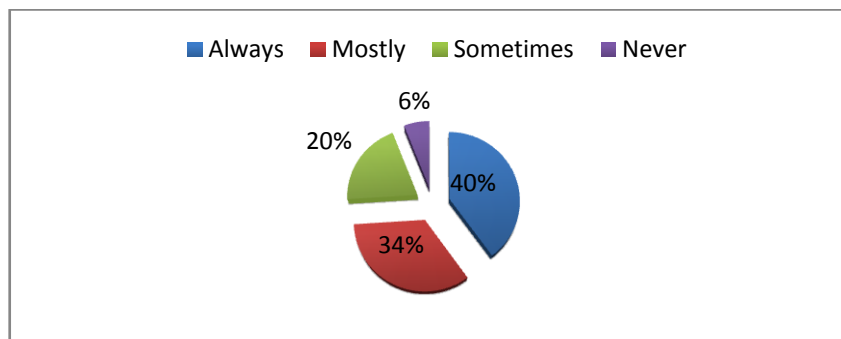
### Plan of Analysis

The data collected were processed and tabulated for easy interpretation. The facts and figures were then represented with the help of graph and diagrams. For the collection of primary data for this research survey method has been used.

### Data Analysis

**Graph 1 - Showing the Frequency with which Respondents Solve Their Problems By Breaking It Down Into Smaller Components.**

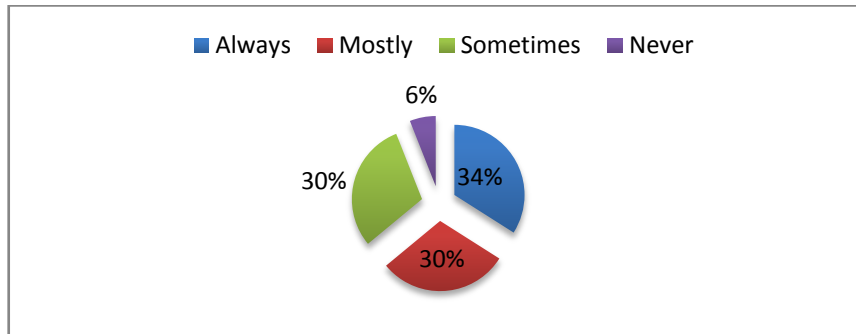
#### Competence being Assessed – Analytical Thinking



**Inference:** from the above data, we conclude that majority (40%) of the respondents ALWAYS solve their problems by breaking them down into smaller components. Hence we can say that majority of the respondents are highly competent in analytical thinking.

**Graph 2 - Showing the Frequency with which Respondents Set Challenging, But Achievable Goals**

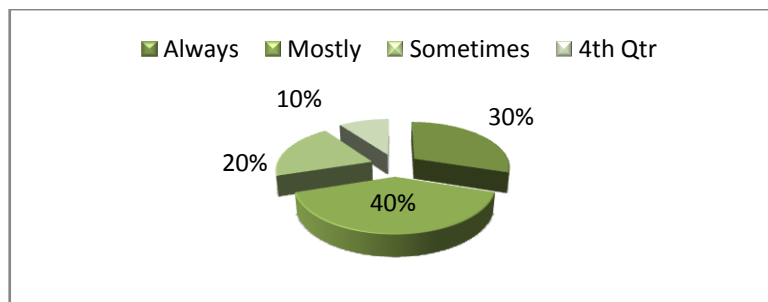
**Competency Being Assessed – Result Oriented**



**Inference:** From the above we can conclude that majority (34%) of the respondents always set challenging, but achievable goals. Hence it is seen that only 34% of the respondents are highly competent when it comes to result orientation.

**GRAPH 3 - SHOWING HOW OFTEN THE RESPONDENTS CAN MULTITASK EFFECTIVELY.**

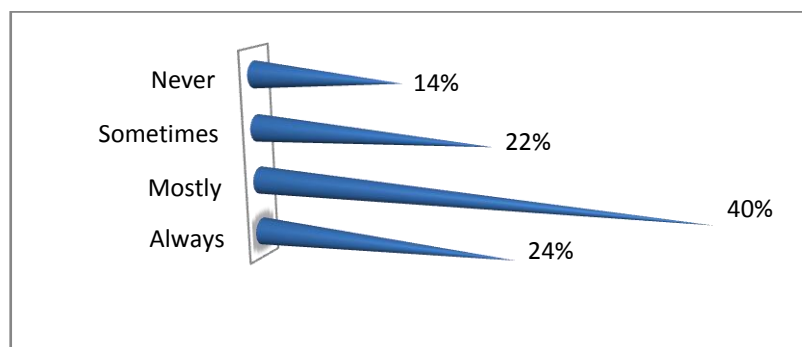
**COMPETENCY BEING ASSESSED – STRESS MANAGEMENT**



**INFERENCE:** From the above data we can conclude that majority (40%) of the respondents can handle multiple tasks effectively MOST of the time. Hence it is clear that the majority of the respondents can handle stress fairly well.

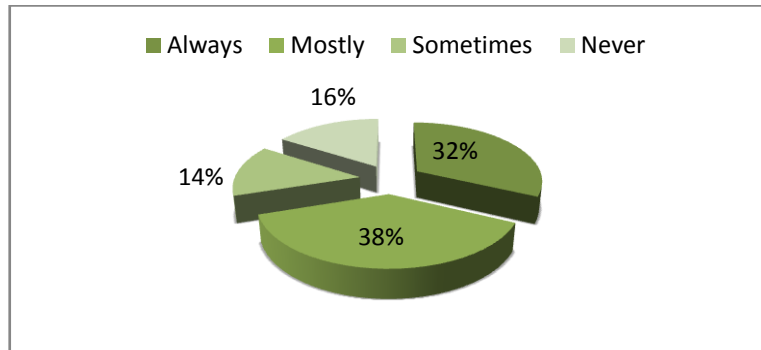
**GRAPH 4 - SHOWING HOW OFTEN RESPONDENTS MAINTAIN COMMITMENT TO GOALS INSPITE OF OBSTACLES.**

**COMPETENCY BEING ASSESSED – RESULT ORIENTED**



**INFERENCE:** From the above data we can conclude that majority (40%) of the respondents can maintain commitment to the goals in the face of obstacles MOST of the times. Hence, it shows that 40% of the respondents possess average competence when it comes to result orientation.

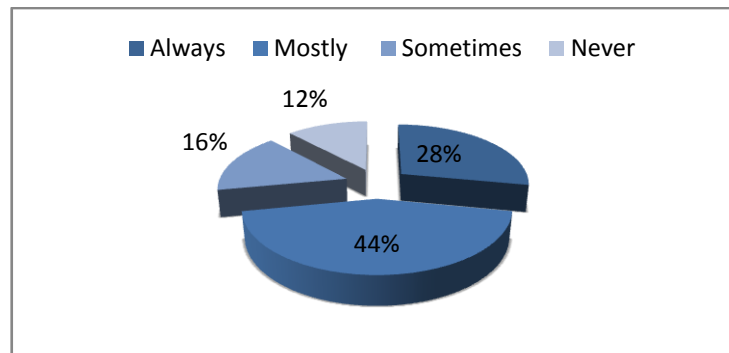
**GRAPH-5: SHOWING HOW OFTEN THE RESPONDENTS TAKE AN INITIATIVE TO COMPLETE THE JOB.  
COMPETENCY ASSESSED - INITIATIVE**



**INFERENCE:**

From the above graph we can conclude that majority (38%) of the respondents take an initiative to complete the job MOST of the times and hence we can conclude that majority of the respondents are fairly competent when it comes to taking initiative.

**GRAPH 6 - SHOWING HOW OFTEN THE RESPONDENTS PROVIDE OTHERS WITH CHALLENGING TASKS.  
COMPETENCY ASSESSED – PROVIDING MOTIVATIONAL SUPPORT**



**INFERENCE:** From the above we can conclude that majority (44%) of the respondents provide challenging tasks to others MOST of the time to help them enjoy their jobs. Hence we can conclude that majority of the respondents are fairly competent in providing motivational support.

**Summary of Findings**

- It is seen that most of the respondents choose to explain that they are looking for volunteers to take on some additional responsibilities which is an opportunity for learning.
- It can be concluded that majority (50%) of the respondents would prefer to use regular meetings to keep them up to date with relevant information.
- It is observed that majority (38%) of the respondents prefer to take the individual aside and explain to him that it is important that everyone promotes a strong team culture.
- Majority (42%) of the respondents prefers to answer or respond to general questions during the session & answer more specific ones after the presentation

- We can see that majority (30%) of the respondents feel that they should explain that it is not their responsibility to monitor the behavior of the employees at their own time.
- We can see that majority (48%) feel that they should identify a new training approach & implement it to address the skills deficit.
- We can see that majority (48%) of the respondents feel that they should firmly explain to the whole team their responsibility to ensure routine tasks are completed.
- We can see that majority (38%) feel that they should meet with the team to explain that their support & patience towards the colleague in this difficult time will be appreciated
- It is found that majority (46%) of the respondents ALWAYS involve others in the decision making process and hence are highly competent when it comes to influencing others.
- We can conclude that majority (40%) of the respondents can handle multiple tasks effectively MOST of the time. Hence, it is clear that the majority of the respondents can handle stress fairly well.
- We can conclude that majority (30%) of the respondents give energizing talk to groups SOMETIMES and hence it is seen that that majority of the respondents possess average competence or skill in providing motivational support.
- We can conclude that majority (40%) of the respondents can maintain commitment to the goals in the face of obstacles MOST of the times. Hence it shows that 40% of the respondents possess average competence when it comes to result orientation.
- We can conclude that majority of the respondents (40%) address other's issues to arrive at win-win situations MOSTLY. Hence, we can conclude that 40% of the respondents are competent in influencing others.
- We can conclude that majority (32%) of the respondents control their response only SOMETIMES when they are criticized and hence we can conclude that majority of the respondents possess average skills or competence when it comes to stress management.
- We can conclude that majority (40%) of the respondents ALWAYS facilitate and act as change agents. Hence we can conclude that majority of the respondents are highly competent change agents.
- We can conclude that majority (38%) of the respondents take an initiative to complete the job MOST of the times and hence we can conclude that majority of the respondents are competent when it comes to taking initiative.
- We can conclude that majority (44%) of the respondents provide challenging tasks to others MOST of the time to help them enjoy their jobs. Hence we can conclude that majority of the respondents are fairly competent in providing motivational support.
- We can conclude that majority (36%) of the respondents facilitate change MOST of the times. Hence we can conclude that majority of the respondents are fairly competent in change management.
- We can conclude that majority (40%) of the respondents extend support to others for future reciprocity MOST of the times. Hence we can conclude that majority of the respondents are fairly competent in building collaborative relationships.
- We can conclude that majority (36%) of the respondents MOSTLY take action to change the direction of events in the organization. Hence we can conclude that majority of the respondents are fairly competent in taking initiative.

## **Conclusion**

From the research conducted and the related analysis it can be deduced that majority of the respondents are fairly competent with regard to Leadership Competencies. They possess the leadership competencies required for their job description, but there is a definite scope for improvement. A little push and training can enhance their leadership skills, make them better and inspirational leaders, and enable them to lead the work force in the right direction to achieve great success and prosperity.

It is also prominent that the employees are fairly competent with regard to Behavioral Competencies. They have fair knowledge and required behavioral skills required to tweak and mould their behavior in order to synchronize their efforts and goals with the company's efforts and goals. Hence with a fair amount of training and encouragement the employees can break all the barriers and achieve in their endeavors and set a completely new standard for them.

## **Suggestions**

As a researcher having conducted a research on the Competency Mapping, the following suggestions could be implemented to improve the competencies of the employees and increase their efficiency in their job and lead to overall development of the organization.

The competencies of the employees can be further enhanced by following a few of the methods mentioned below:

- **COACHING:** A simple and inexpensive way to improve employee competencies is through regular coaching sessions. While coaching does not necessarily teach new skills, it provides constructive feedback and assistance to improve current ones. This allows employees to perform to the best of their ability opening the door for more learning opportunities once they have a solid foundation.
- **VOLUNTARY TRAINING:** In order to improve competencies, employees need resources and motivation. Resources can come in any form such as- learning seminars, e-learning programs, manuals, books or articles to name a few, however they need to be tangible benefits involved. Performance based bonuses are also an efficient way to encourage workers to build upon their skills.
- **JOB SHADOWING:** While job shadowing is a common practice for new hires, it can be just as effective for veteran employees who wish to advance. The key here is to identify the top performers and have other employees observe them whenever possible.
- At the same time, that being shadowed gain an opportunity to train others is a new competency in itself. Workers can also shadow colleagues who occupy a higher level in the organization, showing their trainers what they do and how to eventually advance to a similar position.
- **CHALLENGE:** An increased responsibility is both effective for morale and improving competencies. Adding an extra element of challenge will give employees something new to do forcing them to sharpen their current skills while simultaneously building new ones. This can be done in many ways, but some examples include special projects, leading teams, conducting seminars, & training or coaching new hires.



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