

“Competency Management”

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ABSTRACT: Competency-based human resources planning serves as a link between human resources management and the overall strategic plan of an organization. Competencies are defined as **observable abilities, skills, knowledge, motivations or traits** defined in terms of the behaviours needed for successful job performance.

Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps (e.g., hiring and staffing; learning; career development; succession management; etc.) are then designed, developed and implemented to close the gaps.

Competency management is critical for organizations that seek to align their workforce with business objectives. However, ensuring that organization staff members have the proper skills and competencies to consistently perform the tasks may pose a challenge. A system used to evaluate current strengths and needs within an organization and then implement the necessary corrective actions. Competency management is a proactive method of gap analysis. **Competence** (or **competency**) is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. The term "competence" first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation.

This paper analyzes four general areas of competency are:

1. **Meaning Competency:** The person assessed must be able to identify with the purpose of the organization or community and act from the preferred future in accordance with the values of the organization or community.
2. **Relation Competency:** The ability to create and nurture connections to the stakeholders of the primary tasks must be shown.
3. **Learning Competency:** The person assessed must be able to create and look for situations that make it possible to experiment with the set of solutions that make it possible to complete the primary tasks and reflect on the experience.
4. **Change Competency:** The person assessed must be able to act in new ways when it will promote the purpose of the organization or community and make the preferred future come to life.

This paper would help identifying and understanding the core competencies of employees, conducting skills-gap analysis, succession planning, as well as competency analysis and profiling.

KEYWORDS: Competency Management, core competencies, strategic plan, organization skill and behavior.

INTRODUCTION

Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behavior in individual employees. Competency based human resources planning serves as a link between human resources management and the overall strategic plan of an organization. Competencies are defined as observable abilities skills knowledge motivations or traits defined in terms of the behaviours needed for successful job performance.

Competency management is a form of human resource management, in which an explicit link is established with the strategic policy of the organization, with the emphasis on developing effective employee and organizational unit behavior so that they achieve better results and help to achieve organizational goals.

The combines two dimensions the strategic, with the promise that competency management of a company can strengthen competitiveness, and the development-oriented, where competency management provides a tool for employee development. Thus, the hard side of the results-focused is combined with the soft side of the development of people.

Competency management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps, example hiring and staffing, learning, career development, succession management etc., are then designed, developed and implemented to close the gaps.

Scope of the study:

This paper study was covered in-scope competency management i.e. occupation summary, selection of competencies, knowledge, skills and personal attributes. The competencies reflect the supervisory, human resource and strategic functions for social service worker/social services program worker positions in the organization of social services.

Objectives of the study:

- ❖ To Study the competency management regarding human resources in organizations.
- ❖ To study the organizational goals of the competency management.
- ❖ To identify and understand core competencies for employees.
- ❖ To analyze competency profile based on data available through the existing facts.

Competency management regarding human resources in organizations:

Human research classification system (HRCS) produced a clear model for competencies needed by high performing HR professional and departments.

Strategic positioned:

HR professionals think and act from the outside/in. They are aware of and able to translate external business trends into internal organization actions. They understand the general business conditions (example; social, technological, economic, political, environmental, and demographic trends) that affect their industry and geography. They target and serve key customers of their organization by segmenting customers, knowing customer expectations and aligning organization actions to meet customer needs. They also co-create their organization's strategic response to business conditions and customer expectations by helping frame and make strategic and organization choices.

HR innovator & Integrator:

Effective HR professionals integrate innovative HR practices into unified solutions to business problems. To do so, they must know latest insights on key HR practices area related sourcing, talent development, performance management, work and organization design, and leadership brand. They must also be able to turn these unique HR practice areas into integrated solutions that match business requirements.

Change Champion:

HR professionals need to make an organization's internal capacity for change match the external pace of change. As change champions, HR professionals help make change happen at institutional, initiative and individual levels.

Technology proponent:

In recent years, technology has changed the way in which HR people think and do their work. At a basic level, HR professionals need to use technology to more efficiently deliver HR administrative systems like benefits, payroll processing, healthcare costs, and other administrative services. HR professionals who understand technology will create improved organizational identity outside the company and improve social relationships inside the company.

Capability Builder:

An effective HR professional creates an effective and strong organization. Organization is not structure or process; it is a distinct set of capability represents what the organization is good at and known for. HR

professionals should facilitate capability audits to determine the identity of the organizations. One of the emerging capabilities of successful organizations is to create an organization where employees find meaning and purpose at work. HR professionals can help line managers create meaning so that the capability of the organization reflects the deeper values of the employees.

Credit activist:

Business leaders build personal relationships with HR professionals. Effective HR professionals are credible activist. Credibility comes with HR professionals do what they promise, build personal relationships of trust, and can be relied on. Being a trust advisor helps HR professionals have personal relationships.

Organizational goals of the competency management:

Adaptability:

- Maintains effectiveness when experiencing change
- Is optimistic and has the courage to take calculated risks
- Is tolerant of ambiguity
- Is flexible open and receptive to new ideas and approaches

Aligning performance for success through planning, organizing and delegation:

- Focuses and guides others in accomplishing work operations and objectives
- Scopes out length and difficulty of tasks/projects and establishes an approach to achieve goals
- Creates a learning environment
- Shares responsibility and accountability by allocating decision making authority and responsibility to appropriate others
- Measures performance against goals and evaluates results

Building relationship / valuing diversity

- Seeks, development and utilizes collaborative relationships to facilitate the accomplishment of work goals
- Has the ability to collaborate, motivate, and work effectively with all members of the organization

Communication:

- Conveys information clearly and concisely to groups or individuals either verbally or in writing to ensure they understand the information and message

Conflict management / problem solving:

- Identifies problems, determines possible solutions, and actively works to resolve issues by focusing on listening and understanding

Developing others/coaching:

- Actively assists and supports the development of individuals' skills and abilities so they can fulfill current or future job/role responsibilities more effectively.
- Provides timely guidance, feedback, and clarification of expectations.

Ethics:

- Rewards, acknowledges, and applies values in the workplace

Functional Technical skills:

- Possesses required functional and technical knowledge and skills to do the job at a high level of accomplishment

Organizational awareness/strategic thinking & Decision making:

- Gains knowledge of current and possible future organizational culture, systems, and pressures
- Obtain information, identifies key issues and relationships, and commits to a course of action to achieve a long range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values
- Recognizes and understands the agenda and perspective of others and balances the interests of one's department with those of other departments and the organization.

Core competencies for employees:

An organization can achieve great heights if its employees are also developing themselves with the organization. Employee development should be give a high priority as they are the growing assets of a company. Competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role. Identifying core competencies of employees helps organizations to identify golden employees & helps them to develop those who have a chance to prove themselves in the long run.

As employees, we work together to fulfill the mission and vision of the organization. To do so effectively we must complete this work with a common set of expectations. These expectations serve as the foundation of the core competencies for employees.

- **Tests & Trainings:** Companies at regular intervals should conduct tests to find out the core strengths of their employees. This gives the company a rough idea what kind of employees it has & what can be done with them. Based on the diverse skill sets proper training can be given to the employees to make them more skilled & qualified for the job.
- **Celebrate small successes and promote sharing of best practices:** Have simple recognition events every week or every month under various headings and recognize the employee by announcing and delivering the award on the spot. Make sure that the award is something that the employee can actually use. Similarly encourage employees to share their best practices on the intra net postings. Between these two should be able to identify the core competencies of the really good ones anyway. Success will as a HR person depend on how transparent are in the award decision process and how many relevant topics on which decide to recognize the excellence.
- **Proper HR practices:** The HR department should be smart enough to identify the traits & behaviours of the employees. It should be able to distinguish the employees from each other with different skill sets. Further it should have certain tools to examine the employees and see in what they are best at. Once this is done it becomes easy for the company to use their employees in a optimum way.
- **Management competencies:** While there are lots of tools available for assessing basic competencies, there should be tools available for measuring leadership competences. For example a leader should have a vision. Vision is a futuristic thing; one comprehends a thing before it happens. So there is not much evidence of its being successful during the gestation period. An employee either is able to express it or not able to express it, it does not matter as far as the ability to have a vision goes.
- **Churning feedback & Skill assessment:** A man is the best judge of himself and there is no one way to assess and build competencies in employees. It is a continuous process that starts with the company first investing competency modeling. After having a competency model, the organization must then focus on competency mapping. If there is a person at an entry level, what competencies does the company expect him/her to have as opposed to the competencies expected from a senior manager? Then very clear steps to develop the competencies and assessment along with a 360 degree feedback from all the stakeholders of the employee should help assess and build an individual's competencies.

COMPETENCY PROFILING

Competency profiling is typically a method for identifying specified skills, knowledge, attitudes and behavior necessary to fulfilling a task, activity or career. In most commercial organizations its ultimate purpose is to provide value to the external customer. In categorizing competence, some organizations make distinctions between competencies, which refer to desired personal attributes and behaviours and competences which are the knowledge and skill required to bring about improved performance.

For most organizations, competency profiling necessary to ensure that its business outcomes are achieved. If standards and the means to achieving them are not well defined the organization is unable to deliver products and services to customers to quality, deadline and price. As a commercial concern the business soon becomes economically unviable. For existing staff, knowing specifically what skills, knowledge, attitudes and behavior their employers seek enables them assess their ability to provide them. This gives them an opportunity to appreciate their own strengths and recognize development areas. Being aware of areas where they could improve enables them to consider and plan how to address gaps. All organizations have periods of expansion, consolidation and renewal, during which its necessary to recruit new members or carry out succession planning. These activities are not possible unless competencies have been defined.

Once the organization has identified its business objectives and defined their processes to deliver to customer requirements, they then have to define the time, cost and quality standards of each task. The competencies are then identified for each task in the key areas of skill, knowledge, attitude and behavior. It is essential to have documented sensory specific behavioral evidence of a competence having been achieved. Once defined, this framework provides the infrastructure for the approach to be rolled out throughout the organization.

REVIEW OF LITERATURE

A review of current approaches in organizational competency management in human resource management (HRM) and knowledge management (KM) fields leads me to conclude that instruments that are integrated in existing work processes by supporting work integrated competency modeling and assessment, and at the same time employ rigorous experimental evaluation methods, are rare. Current instrument usually neglect the close interplay of human competencies and situational requirements.

Currently, human resources management has been viewed as a key strategy to low the cost of human capital and improve an organization's economic growth. The term of "competency" plays the important role in improving job performance and in turn qualifies human resources. Especially, under the climate of globalization, the workplace requires business practitioners to acquire a new set of knowledge, skills, and attitudes to face the diversity and complication of the new business environment successfully.

The literature is incredibly varied around its use and definition of terms within the competence and professional development field. The use of terms can be crucial, as the various models for the development of a framework hinge upon specific definitions. This section attempts to highlight different uses and definitions in order to provide some insight on

the areas of particular debate to better inform the use of vocabulary in the creation of a researcher development framework.

RESEARCH METHODOLOGY

Introduction:

My research methodology requires gathering relevant data from the specified documents and compiling databases in order to analyze the material and appear at a more complete understanding and historical reconstruction of the lives of selected right information.

Quantitative Research:

Generally two different categories of data collection tools i.e. quantitative and qualitative, but this paper is rooted in a quantitative "theory of human knowledge" position that recognizes the importance of location the research within a particular historical context. It is also takes seriously the competency management of these contexts and the identities particular issues. Quantitative research includes designs, techniques and measures that produce discrete numerical or quantifiable data.

Research Design:

It is a systematic plan to study a scientific problem. The design of a study defines the study type descriptive, correlation, semi-experimental, experimental, review, meta-analytic and if applicable data collection methods and statistical analysis plan.

There are many ways to classify research designs, but according to study required is literature review.

Literature review:

It is a text written by someone to consider the critical points of current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources and as such do not report any new or original experimental work. Also a literature review can be interpreted as a review of an abstract accomplishment.

Conclusion:

As per study concludes and based on existing information the best way to classify the different categories of competency management i.e. core competencies, competency management regarding human resources in organizations, organizational goals of the competency management, competency profile. Most of the employees in organization should be made or to undergo a self assessment and review by his sub ordinate, peers and superiors. Lots of organization uses this method to understand the core competencies of employees.

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