Assessment Maturity Model for Competency Mapping - A Talent Management Enabler

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Abstract : *In the global economy, IT firms are becoming more and more aware of the need to have competent employees with appropriate skills and domain/business knowledge to cater to global clients. Providing the clients with competent resources is the need of the hour given the present weather of the global economy. Nonetheless understanding the nuances of competency mapping is critical while organizations implement their competency mapping model. The rising in competency mapping is direct fallout of the systematic changes that the corporates are witnessing today. Competency mapping is the process of identifying skill requirement and mapping them with the right resource which in turn becomes the underlying criteria to create a potential room for succeeding in a project*

One of the core challenges IT companies are facing today is the increase in manpower cost. Coupled with that is the pressure to downsize and manage with fewer people, thus increasing efficiency and productivity per resource. IT Organizations are also realizing the need to identify and retain the competent people to perform various critical roles. Competency mapping consists of breaking a given role or job into constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, an attitudes, skills etc.,) needed to perform the same successfully.

This paper showcases the assessment maturity model for Competency Mapping. In this journey, the research addresses the practical difficulties in implementing the model for a Competency Mapping in the IT space. The implementation recipe comprises some innovative solutions towards execution.

I. INTRODUCTION

Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. A well-managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analyzes an individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving ones' knowledge to align to the organizations goal.

Every IT organization in the present scenario is trying to achieve high efficiency and effectiveness in order to survive the cutthroat competition. IT Industry is basically classified into software development and service sector. All the methods and approaches for improving the performance and efficiency of their operations points to a basic key factor – Skill and Competency.

Every industry, especially production industries, emphasizes on skill and competency. It becomes mandatory for any production company, aiming at improving their performance, to map the skill level of their workers.

Skills mapping is a technique of studying and analyzing and comprehensively understanding the skills possessed by a resource and identifying the gray areas where improvement can be made by training or by other means.

Skill mapping, thus, is fast becoming an important, buzzword for any industry aiming at revamping them-selves to the present competitive situation. It is becoming popular day by day and many companies are showing keen interest in using this technique to improve their efficiency.

Companies are vastly shifting their approach of having multi-skilled employees. Organizations focus, in identifying the strategies for multi skilling program to equip potential resources to operate at a higher capacity if need be.

The competence approach focuses on linking business strategies to individual performance efforts. It also encourages employees to develop competencies which can be used in diverse work situations rather than being boxed into the job. In this way they can develop capabilities useful throughout the organization as it changes and evolves.

Competency mapping is one of the most accurate means to identify the job and behavioral competencies of an individual in an organization. The introduction of the paper should explain the nature of the

problem, previous work, purpose, and the contribution of the paper. The contents of each section may be provided to understand easily about the paper.

II. OBJECTIVES OF COMPETENCY MAPPING

The objectives of competency mapping are
- To ensure that right people are identified and placed in the right role
- Employee potential is understood, developed and utilized to the fullest extent.
- To analyze how the competencies are aligned to strategies, business performance and goals.
- To analyze the impact of Competency Mapping in relation to individual and consulting organization objectives.
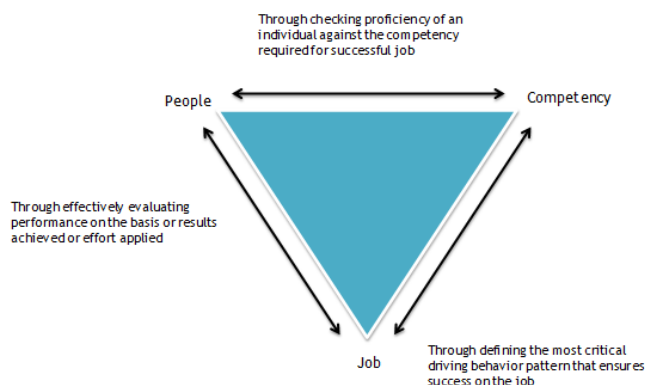

Fig.1. The linkage between Job, People, and Competency

III. AASK (ATTITUDE, APTITUDE, SKILL, KNOWLEDGE) COMPETENCY MODEL

The need of the hour for an Organization is to understand their core competency needs - the skills, knowledge, Aptitude and Attitude that are necessary for people in key roles to deliver business results.

Each employee brings four distinct characteristics to an organization – Attitude, Aptitude, Skill , Knowledge. While most of the organizations focus on selecting employees based on the knowledge and the skills they possess, successful companies differentiate themselves by focusing also on those soft aspects of the personality namely the Attitude and Aptitude.
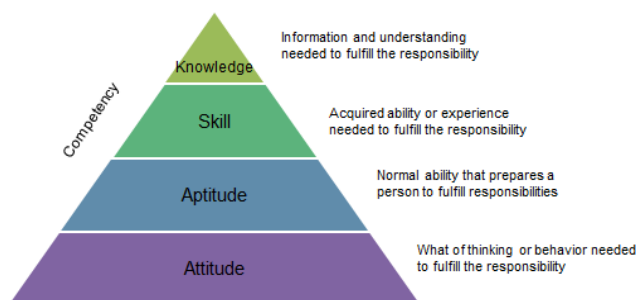
Fig. 2. AASK – The Competency Model

The AASK model is most effective and it evaluates all the four characteristics of an employee and develops a cumulative scorecard when determining and defining position requirements. It is particularly important to understand the impact that attitude may have and to develop and cultivate employee attitudes that are appropriate to customers' needs.

IV. ASSESSMENT APPROACH

We have crafted an Assessment Approach that involves four levels of process as depicted in Fig. 3

Fig. 3. Assessment Approach Process Flow

Below is the brief on each level of this approach.

Define:
- Establish a matrix for required skill at different levels
- Determine which among these skills are required and desired considering the nature of work performed

Discover:
- Deploy the competency framework and gather the necessary details to complete the current state assessment at individual level

Determine:
- Consolidate the competency profiles at the group level for skill and operations management
- Identify the skill gaps/right fitments
- Determine the necessary actions for improvements

Develop & Manage
- Based on the required vs. possessed competencies develop competency improvement plan
- Identify the actions to manage and improve the competencies

V.   ASSESSMENT MATURITY MODEL FOR COMPETENCY MAPPING

It is a prescribed assessment maturity model that recommended for any organization irrespective of any industry domain to define, discover, determine and develop the competencies.
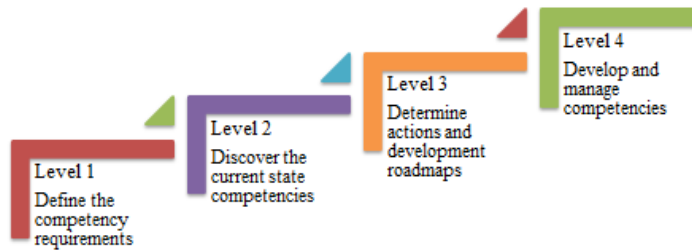

Fig. 4. Assessment Maturity Model for Competency Mapping

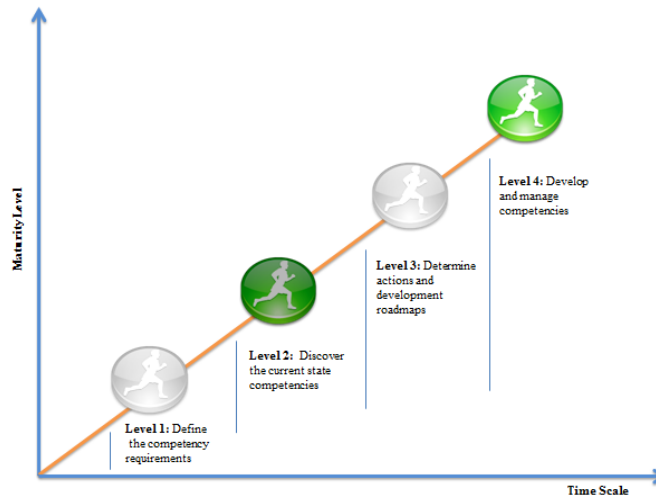## VI.   ASSESSMENT MATURITY ROADMAP FOR COMPETENCY MAPPING

Fig. 5. Assessment Maturity Roadmap for Competency Mapping

VII.   ASSESSMENT WORKING MODEL

As a consulting organization, we have established a skill matrix at different level and determined clearly which skills are required as mentioned in TABLE 1.

TABLE I
SKILL MATRIX FOR CONSULTING ORGANIZATION

TABLE II
CORE SKILL ASSESSMENT TOOL

Assess the Core Skill of the each individual by referring the Evaluation Legend. Ref. Table III.

TABLE III
CORE SKILL EVALUATION LEGEND

Years of Exp in the skill Area.	Experience Type	When was the skill last used	Nature of experience	Professional Certifications	Certifications Validity	White Papers / Industry Representations	Proficiency Level
< 1 Year	Theoretical	< 1 Year	Learner or Observer	Practitioner Level	Valid	Internal	Practitioner
1- 3 Years	Practical	1 - 2 Years	Implementer	Auditor Level	Expired	External National	Performer
3- 6 Years		More than 2 Years	Implementer and Manager	Managerial Level		External International	Mentor
More than 6 Years			Consultant	None		None	
Scenario # 1							
< 1 Year	Theoretical	< 1 Year	Learner or Observer	None	Valid	Internal	Practitioner
	Practical	1 - 2 Years	Implementer	Practitioner Level	Expired	None	
		More than 2 Years					
Scenario # 2							
1- 3 Years	Theoretical	< 1 Year	Learner or Observer	None	Valid	Internal	Practitioner
		1 - 2 Years		Practitioner Level	Expired	None	
		More than 2 Years		Auditor Level			
Scenario # 3							
1- 3 Years	Practical	< 1 Year	Learner or Observer	Practitioner Level	Valid	Internal	Performer
		1 - 2 Years	Implementer	Auditor Level	Expired	External National	
			Consultant			External International	
Scenario # 4							
3- 6 Years	Practical	< 1 Year	Learner or Observer	Auditor Level	Valid	Internal	Performer
		1 - 2 Years	Implementer	None	Expired	None	
		More than 2 Years	Implementer and Manager				
			Consultant				
Scenario # 5							
3- 6 Years, More than 6 Years	Practical	< 1 year, 1-2 Years	Implementer and Manager	Auditor Level	Valid	External National	Mentor
			Consultant	Managerial Level		External International	

Evaluate the consulting skills based on the required skill as listed in the Table IV

TABLE IV
CONSULTING SKILL ASSESSMENT TOOL

Consulting Skills	Evaluation
Strong Communication Skill (Oral & Written)	3
Problem Solving & Decision Making	2
Analytical Skills	1
Presentation Skills	3
Logical Reasoning Skill	3
Attention to detail	3
Independent Actor	3
Learning Ability	2
Client Participation	1
Time Management Skill	1
Change Ability	1
Team Building	1
Active Listening Skill	3
Self Promoting (Marketing) Skill	3
Quality Management	2
Flexibility at work	2
Opportunity Identifier	2
Innovation & Exploration	3
Sense of Responsibility	1
Ability to forecast and handle challenges	3
Total Score	43
Proficiency Level	Performer

Sample only

Assess the Consulting Skill of the each individual by referring the Evaluation Legend. Ref. Table V.

TABLE V
CONSULTING SKILL EVALUATION LEGEND

Consulting Skills Evaluation	
Level	**Score Range**
Mentor	51 - 60
Performer	36 - 50
Practitioner	20 - 35

Consolidate the core and consulting skill assessment results and then classify the competency level of each consultant as defined in the Table VI.

TABLE VI
COMPETENCY LEVEL EVALUATION LEGEND

Consultant Competency Assessment		
PQC Core Skill	**Consulting Skill**	**Competency Level**
Practitioner	Practitioner	Assoc. Consultant
Practitioner	Performer	Assoc. Consultant
Practitioner	Mentor	Assoc. Consultant
Performer	Practitioner	Assoc. Consultant
Performer	Performer	Consultant
Performer	Mentor	Consultant
Mentor	Practitioner	Consultant
Mentor	Performer	Principal Consultant
Mentor	Mentor	Principal Consultant

Based on the required vs. possessed competencies, identify the skill gaps and then develop the competency improvement plan and identity the actions to manage and improve the competencies.

VIII. BENEFITS TO BUSINESS

- Competency mapping and assessment helped in creating a competency based culture in the consulting organization.
- The data generated through competency mapping and assessment are used to deploy the consultants for the critical roles and assignments, succession planning, filling up of vacancies and for forming teams with complementary skills.
- Competencies identified for each position also helped in job evaluation.
- Competency mapping and assessment also helped to uplift the competencies of critical groups of consultants by providing them insights into their competencies and development opportunities.

IX. CONCLUSION

A human mind is a tool that innovates. Therefore for an innovative business practice to flourish effectively an appropriate competency mapping of the workforce is required. But very few organizations, invest much effort on "human capital" and its development. They know that internal competences are able to impress a distinctive feature on the company, and that the knowledge of their human resources represents the primary wealth of the organization. Thus, Define, Discover, Determine and Develop assessment approach is to manage, transfer and capitalize the competence. Hence the competency mapping should be the central focus of every business system; yet, it is conspicuously absent in many Indian organizations.

Acknowledgements

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