Chapter 3 Critical Review of Related Literature

3.0.0.0 Introduction

This chapter deals with review of related literature with respect to competency mapping. The purpose of the review is to gain an insight towards the origin of competency mapping and its relevance in the Organization.

Finding the inter-connectivity between competency mapping towards Organization growth and success is the main motto of the present research. The research is based on the origin, concept of competency and its significance, competency models, process of competency mapping, core competence, competency assessment and skill measurement, competency mapping with emotional intelligence and its applications, competency based recruitment with employee development and competency based HRM succession planning and Organizations growth and success.

The review of related literature is based upon the key themes as stated above. Thus the researcher has classified the related literature based on the main article, which is ‘Relationship of Competency Mapping to Organization Growth and Success’.

The related literature can be classified as follows:

1. Studies related to origin, concept of Competency and its Significance.

2. Studies related to Competency Models.


5. Studies related to Competency Assessment and Skill Measurement.

7. Studies related to Competency Based Recruitment and Employee Development.

8. Studies related to Competency Based HRM Succession Planning and Organization Success.

9. Studies related to Implementation of Competency Mapping which has led to Organization Growth and Success.

At the end of each article, observations have been noted along with the conclusions drawn from the literature review relation to that article.

3.1.0.0 Studies Related to Origin, Concept of Competency and Its Significance
The importance of competencies and steps involved in developing competency mapping along with the origin in Competency framework has been clearly brought out by Bryn (2000) in his work titled “History of Competencies”.

In this article it is stated that a team of educationists lead by Benjamin Bloom in USA in mid 50’s had laid the foundation for identifying educational objectives by defining knowledge attitudes and skills needed to be developed in education and thereafter the credit for pioneering the competency movement across the world, goes to David Mc Cleland, the famous Harvard Psychologist. It defines competency mapping as a process of identification of competencies required to perform successful a given job at a given point of time and competence is any underlying characteristic required to perform a task which may take various forms.

It is equally important to understand the concept of competency and its significance. This article helps in that and clearly elucidates the various methods used in combination of competency mapping viz interviews, group work, task force, task analysis, performance appraisal format etc. The concept that for competency mapping to be productive, the Organization has to be clear about its business goals and its capability in achieving it is well brought out in this. Competency mapping is useful at all stages right from recruitment, selection up to career and succession planning.

The relevance of competency mapping, while hiring the right person for the right job, is brought out by Sudipta (2000) in Competency Mapping. It also contended that HR that is based on competency is by far considered as the best tool for HR. Achieving better results is always the motto of an Organization and this can be easily achieved when competency mapping is used, since it is a process of identifying key competencies for a particular position in an Organization.

But vitals like business goals, capabilities building imperatives and its core competencies have to be very clear by Organization before it embarks on its journey of competency mapping, since the competency mapping process needs to be strongly integrated with all these aspects. There is no one-size- fits all formula in this process, hence the user Organization should exercise care and clarity.
It is rather pragmatic to concentrate on one or two key areas of implementation rather than the whole HRD agenda in one stretch. This is mainly because competency mapping can be excellent as providing Organizational pain relief when applied effectively. With the help of competency mapping recruiting and retaining people based on more accurate analysis of the job requirements, the candidate’s capability can be done. The difference between the two along with the development and training needs to bridge the gaps and thereby helping in criterion required to be successful.

This article presents an example of Zensar Co, where competency mapping has been developed. This model is based on Organizations where job profiles of the employees are designed on behavioral competencies required for their position. Additionally, according to specific company needs at different levels, management development programs are fine tuned. Reference of L & T InfoTech a PCMM Level 5 Company which has a successful competency based HR system is also given. In it competencies are enhanced through training and job rotation.

Through this article it is clearer for the HR team that the requirements of any two Organizations can never be the same, hence the competency framework too will differ. Moreover, even within the same Organization, there are chances that it will vary over a period of time. It is, therefore, contextual but not timeless. Competency based HR makes the utopian dream attainable.

The history of competency and its meaning along with its importance is brought out vividly by Rao (2001) in Competency. It also emphasizes on the fact that for the success of Organization and for its steady growth, competency mappings are an essential exercise.

Needless to say that a well managed firm ought to have in place a well defined roles and list of competencies required to perform each role effectively. Competency is nothing but a basic characteristic that is very much essential in carrying out a given assignment very successfully.

The nuances of competency mapping are very clearly elucidated in this article. It also details how competency mapping as a process of identification of competencies is required to perform
successfully a given job at a given point in time. It is the general perception that competencies can be identified by either of the following category of professionals, viz. Experts, HR specialist, Psychologist, Job Analysts etc in consultation with line manager, supervising seniors who know what to expect from the person and who communicate with them. This article also motives that students of Management to attempt in competency mapping and also letting them know that degree along with experience can help develop these competencies but what is more important is the conceptual background and understanding of business while knowing the business, Organization, management and behavioral science is an added advantage.

Welling & Chantel (2001) in *What is HR Competence* explains in detail what HR competencies is all about. Individuals skill, knowledge, abilities or personality characteristics that directly influence the job performance is defined as competence in it.

It states that generally HR Competencies ask the line managers within the company as to what are their expectations from the HR and the kinds of competencies HR Professionals should excel in, meaning to say that the expectations from the HR Professionals is unique in every Organization. It also states that HR Competencies are defined through executive interviews as it targets actual cases in which HR professionals within the company demonstrated competence.

This article helps to gauge the competency requirements by any Organization. It helps to tailor-make the process to the specific needs of any Organization. It states that the core HR competency revolves around strategic planning along with leadership management, functional and personal attributes.

Darin (2002) in the article *Competency Mapping-What it is* throws light on competency mapping and its significance. It differentiates between competence and competency mapping by saying that competence only describes what has to be done, not how whereas competency illustrates how a job might be done excellently. Competencies can be used at every stage right from recruitment to succession planning and Organizational development analysis.
It is through this article that emphasis has been on the importance of competency mapping, because it is equally important to map the required competencies (knowledge and skills) to job and to Organizations strategy. Competency Mapping serves as a means to ascertain that knowledge and capabilities of the Organization are in line with the strategy planned for it.

This article is very crucial because it emphasizes the importance of using behavioral frequency scale during valuating the competencies as it pointedly guides performance.

Geekwise (2002) in *What is Competency Mapping?* brings out the definition of competency mapping along with its significance in the Organization. It outlines competency mapping as an in depth process through which one assesses and determines ones strengths as an individual works in the Organization. Many a times a combination of strengths needs to be used in different employees to produce the most effective quality and productive work.

This article aims at bringing forth the fact that unless one is able to detach from results in analyzing past successes and failures, competency mapping alone may not produce accurate results. Moreover, it gives a competitive edge in the job market if the competencies are known.

This article aims at understanding the benefits of competency mapping by clarifying that it can serve the individual who decides to work in an Organization where he can learn new things and be more intellectually challenged.

Rod (2004) in *Link between Learning Objectives and Competencies* tells us how learning resources target the competencies. It is of the view that learning objects and their objectives helps an individual to understand what one should know or do in order to be successful in a course while competency helps individuals to know the knowledge, abilities and characteristics that would make them successful in a particular role.

This article throws light on the fact that formal or informal learning resource enables to achieve competency while a single competency may have many development resources. It states that while defining competencies, they should be described with a category or group, a definition and
demonstrated behaviors that aid the evaluation of the competency. It states that competency models can be derived from the learning objectives found in training programs. It should also be borne in mind that the models should define the characteristic of successful employees. When competency models and training resources are linked to the Organization it should establish path for talent management and succession planning, which is imperative for today’s weak Organization.

Scott & Berger (2004) in *Competency Mapping* looks into the need for competency mapping for HR applications. It states that Competency Mapping is nothing but a process through which the competencies of the necessary process are identified to determine the critical activities of the mandatory process of the Organization. Area of thrust can be identified and so necessary actions for future implementation of the activities can be undertaken with the help of Competency mapping.

This article establishes that for proper working and success of the Organizations, competency mapping helps determine the areas which are crucial.

HR executives, professionals and consultants benefit out of this article, as the process of competency mapping is vividly explained and informs them to determine the competencies of the processes and to evaluate the strengths of the person working on it and to fill up the gap through training for the success of the Organization and growth.

Jennifer (2005) in *Competency* throws light on competencies as an integrated framework to describe role requirements, job definitions and performance issues. It is easy to deliver exceptional results, when we compare the competencies of individuals with best practice job expectations.

Defining competencies helps by providing an internal common framework for the business to understand align the skills, knowledge behavioral benchmarks required to meet strategic objectives as defining competency requirements gives the Organization a new opportunity to rise to new levels of excellence and performance through people.
This article aids especially the mentors, coachers so that they can develop competency based model and provide a systematic process of defining, measuring and developing important competency gaps and also provide extensive jobs and personality indications. This helps the employee and the Organization blend together into a successful match.

Thakker (2005) in *The Objective of Competency Mapping* brings out need for competency mapping. It defines competency mapping as a process through which one assesses and determines one’s strength as an employees who is a part of the Organization. Large Organizations implement competency mapping so as to comprehend how to effectively utilize the competencies of employees for the growth and success of the Organization at large. This article claims that competency mapping can also be done for contract or freelance workers so as to understand the skills that can possibly make them valuable to the potential employer.

This article helps to understand that competency mapping is useless unless Organizations provide a position for an employee that fits better or make best use of their competencies.

Pickett (2006) in *Competencies* throws light into the importance of competencies. It defines competencies as sum of one’s experiences, knowledge, skills, values and attitudes one acquires during the lifetime. It establishes that competent people are the key to future success and offer Organizations their only sustainable competitive advantage.

This article is important since it helps in knowing which competencies are applicable to the Organization and those which apply to specific functions and individuals within the Organization. Accordingly, a positive supportive encouraging and rewarding culture can be created which in turn motivates the staff, facilitates the acquisition of knowledge and encourages innovation and creativity. The management programs are designed in a way that it improves the Organizational results and also ensures that critical core competencies that are required to perform a job are identified.
This article is useful as it provides information to the trainers who can implement managerial competency program. It guides them to develop a basic competency framework in relation to the matching of the competencies relating to a particular position with those possessed by the person holding that position and provide training and development plans if required for the success of the Organization and for the employee to perform effectively.

Dubois (2008) in *What are Competencies and Why are they important?* throws light on as to what amounts to competency as also its significance to the Organization. It defines performance as a deliberate and purposeful action an individual takes in order to achieve a desired result but one must be aware when performance is acceptable or successful. Competent performance occurs only when individual produces output at the level of quality expected for it that too when done within the limitations of the Organization.

The article mentions that competencies are nothing but tools that any individual uses for exemplary performance. It advocates that every competency in general is associated with one to five behavioral indicators that portray action. It is also important to know the performance context for which competency and its behavioral were specified. The reason is that behavioral indicators capture key information about the cultural expectations of the Organization.

This article is important as it helps to comprehend that during defining and using competencies, individuals must be precautious to assess the performance context and apply the competency at the level of strength needed to achieve optimum performance. Over use or under use a competency can easily jeopardize performance success. It explains the significance of competencies by stating that competencies focus individual achievement on the outputs expected of persons rather than focusing on employees’ successful completion of work activities which might or might not result in obtaining the desired outputs. When Organizations understand competencies and align with their culture, values, and expectations their productivity improvements can be known.

This article helps to realize that competencies can become the foundation for every HR management function in an Organization for achieving a broad variety of Organization outputs in
an efficient and effective manner. It also emphasizes that once individuals begin to work on their own competency strength and pursue areas of competency growth, their insights and understandings result in enhanced life career management, development, and satisfaction.

This article also helps the career counselors who play a pivotal role in the identification and use of competences for the benefit of their clients to attain enlightened and fulfilled life career satisfaction over the life span through considered attention to their competency strengths and needs.

This article helps to understand how to identify the competencies and also provides many references where one can obtain in-depth information on those methods. It also answers questions as to why are competencies gaining increased importance in the Organizations.

**Observation**

Through these article materials, it is very clear that competencies are about who you are as well as what you do – your collective learning and culture. It draws our attention to the thought time analysis involved to sufficiently map competencies. It advocates that competency mapping alone may not produce accurate results unless one is able to detach from the results in analyzing past successes and failure.

The development of effective competency framework and complimentary performance management program provide an opportunity for enterprise and individual growth and in the longer run can also increase shareholders value. Competencies are the key tools that help human beings to use in socially acceptable ways to surmount challenges in successful ways. Without competencies and their appropriate use in the Organizations, virtually nothing of value can be accomplished.

**Conclusion**

Competency Mapping refers to proper scheduling of activities which are required for the completion of crucial parameters. All the above articles, highlights the implementation of competency models in various areas of HR viz recruitment, selection, succession planning and
career development. Competency frameworks are used to assist in the alignment of human resource activities with the need of the Organization.

3.2.0.0 Studies Related to Competency Models

Rops (2002) in Competency Model Clearing House provides guidelines as to how competency models should be built. It helps to develop competency models based on three levels and points out that each tier includes set of related competencies which are arranged in hierarchy and these levels are foundational, industry and occupation related competencies.

This article elucidates foundational competency as those competencies which provide foundation of success in school as well in work. It stresses that employers have identified a link between foundation skills and job performance as well as the fact that foundational skills are needed prerequisite for workers to learn new industry specific skills. Some of the foundational competencies are interpersonal skills, integrity, initiative, etc. It gives insight into industry competency as knowledge, skills and abilities needed by all the employees within as industry on various dept viz production, manufacturing, supplier chain, etc. It views occupational competencies as specific knowledge based competency required for occupation in the industry as a whole.

This article helps to develop competency models from different angle so that while the employee who moves through the various tiers of the models develops the competencies more specific.
Genevieve (2005) in *Competency Models- does any Organizations need them?* explains the significance and need of competency model. It defines competency model as a clear description of how one wants its employees at all levels to perform in its Organization for its growth and success keeping in mind its goals. It says that a competency model clearly defines boundaries for successful behavior aligned with the business and reinforcing Organizational values.

This article views that an Organization can initiate core competency model at any time. Ideally it is always advisable to have it at a start up because all of the hiring and on boarding will assess and reinforce the core competencies. Core competencies models are often needed when there is significant Organizational change. This article is important for HR professionals, consultants as it provides them an idea to develop core competency model which is picture of successful behavior at the Organization.

Rod (2005) in *How do we support Competency Models?* explains reasons for supporting competency models. It asserts that competency models are becoming increasingly important to the sustainment of work force.

The models can be used to assist the hiring process and help assess the required training as a result there is a gap between the competency models and training models.

This article is useful more to the trainers as it asserts there can never be a perfect candidate with required attitudes and behaviors as identified in a competency model. Hence it is necessary that training models support the competency models.

This article helps the trainers to find rationale as to how can training support the evolution of characteristic like attitudes and behaviors that are important to a given role. It also makes educational institution help in the process of building the characteristic that tomorrows employees will need in order to be successful and also raises a question as to how can social network environment be used to support competency models that include attitudes and behavior.
This article is important as it provides useful information that while facilitating personal growth beyond knowledge and skills any approach must first be intentional as personal growth. Coaching and mentoring helps and guides them on the right path.

This article asserts that competency models give employees and employers the specific information they need to be successful. As a result when these competencies are synchronized with training resources they play a powerful role for self and for the Organization growth and success.

Wright (2006) in *Competency Modeling* explains the significance of competency modeling in developing talent management.

It defines the key abilities and is the best method for identifying qualified candidates. This article advocates that good competency models will contain definitions and behavioral elements that are highly specific and well defined.

This article is very significant to the HR Professionals, consultant’s coachers, mentors and trainers as it brings out the process of competency model and its role right from recruitment, selection, to succession planning as well as developing employees for succession in the critical jobs.

Richmond & Dubois (2008) in *Competency Models: A Roadmap to Exemplary Performance* explains what a competency model is and how competency model is created along with its benefits to career practitioners and individuals. It defines competency model as a model that describes the requirements and attributes for competency in one or more roles or performance settings.

This article emphasizes how competencies that distinguish the best performers can be researched and segregated from those used by all performers for fully successful performance. This can be used to “raise the performance bar” for fully successful performers thereby resulting in improved productivity by the fully successful workers.
It is important to understand that the competencies an individual uses for successful performance extends well beyond using only their knowledge and skill. It explains that Organizations are beginning to use competency models as a replacement for job descriptions and as a tool for managing human talent. It also explains how Organizations, individuals and career practitioners can benefit for using competency models.

**Observation**
Competency modeling is helpful in effective talent management strategy. It can greatly increase the hiring managers success rates in finding and developing the talent needed to keep their Organization competitive. Competency modeling is an important step in the development of an effective talent management strategy. It also brings to our notice that Organizations are beginning to use competency models as a replacement for job descriptions and as a tool for managing their human talent. This article also helps the career practitioners to benefit from using competency models as they plan, deliver and evaluate services they provide to their clients.

**Conclusion**
Secret of talent management lies in hiring the right people and thereby a need to develop a competency model. Competency models are for communicating what is expected of workers and they provide a pathway so that the worker can follow to have exemplary performance. It can be used to “raise the performance bar” for fully successful performers thereby resulting in improved productivity by the fully successful workers.
3.3.0.0 Studies Related to Process of Competency Mapping

Bradley & Searle (2000) in Competency Mapping/Modeling elucidates the process of competency mapping. It defines competency as capacity of an individual that leads to the behavior which meets the job demands within the parameters of the Organizational environment and in turn brings about the desired result. It asserts that human resource management adds value when it helps employees and Organizations do better than their present level of performance. Competency model is one around which the process of selection, placement, redeployment, development and separation can be knit.

This article cites necessary information to the HR professionals, consultants to develop competency model. It advises to evaluate each job profile and club generic competencies and to validate adaptability of competencies vertically, diagonally and across laterals.

James Dr (2000) in Change Management Competency emphasizes on steps to develop change management competency in the Organization. This article states that change management competency is the presence of the business culture that expects change and reacts with the understanding perspectives, tools and techniques to make change seamless and effortless. It is making change a part of “business as usual”.

This article emphasizes that change management competency is different from change management. Change management is use of specific activities while change management competency is an Organizations ability to react to and manage change over and over again. Change Management can be taught and learned while change management competency requires a fundamental shift in culture and values.
This article asserts that to build change competency one needs to equip all levels of Organization with the understanding, tools to make change effortless by considering awareness, knowledge, ability and reinforcement. It assesses where the Organization is today, relative to change competency and develop action plan to move in that direction. It emphasis the role of the leader who plays a critical role in building change competency as well as supervisors and managers who play key role in the case of front line employees. Change Competency supervisors actively coach their direct report and help the Organization absorb new change and asserts that change management is a required capability for developing change management competency.

Lee (2001) in *Capability Gaps* explains the existence of capability gaps and measures to fill it. It defines capability gap as the difference between the ability of existing systems to meet operational requirements and what is expected of it.

This article helps all HR professional, consultants to identify the capability gaps through competency mapping and SWOT analysis. It emphasis that through competency mapping charts, critical competencies that a person must have and desired competencies that would be an added advantage if the person has them for the growth and success of the Organization. It states that swot analysis is a strategic planning tool that gives a good snap shot of an individual approach as well as their competencies by indicating internal factors (individual strength and weakness) and external factors in the environment that serve as opportunities and threats to the individual as well as to the Organization. This analysis helps to match both the internal and external factors with its sound strategies.

This article proposes that the capability gaps can be filled by altering the technologies which are recent and need of the hour and through training and coaching team.

Sadhu (2001) in *Competency Mapping* define competency mapping and the methods followed in any Organization familiar with its effects. It defines competency mapping as a process to identify key competencies for an Organization and incorporating those competencies throughout the various processes.
This article throws light on the various methods used in competency mapping viz assessment center, critical incidents technique, interview techniques, questionnaires and psychometric test. This article draws our attention to assessment centers by pointing out that it comprises of varied exercises which have been designed to relocate the task and demands of the jobs and to assess the strength, weakness and potential of the employee. The objective of critical incident technique should be that it identifies areas where counseling may be useful as it can contribute to growth of an Organization. Further the interview techniques help in achieving accurate information and getting access to material otherwise unavailable. Therefore biasness and restriction or distortion of flow of information should be avoided to the best while interviewing and questionnaire provides information based on the formulate questions.

Panagar (2003) in *Competency Mapping* highlights on the competency process and its significance. It defines competency mapping as a process of identifying key competencies for a company and the jobs and function within it. It is an important and essential exercise. The Competency Framework serves as the bed rock for all HR applications.

This article helps to know that competency mapping process does not fit the one-size-fits-all formula so one has to be specific to the user Organization. It advises that one should focus on one or two key areas of implementation viz recruitment, performance management especially which are problematic. It is advisable to begin with horizontal slice of the management so that the benefits will percolate down the whole Organization.

Ranjan (2003) in *Competency Mapping* explains that competency mapping tailored to one Organization helps to retain talent. It points out the difficulty in building competency mapping. Therefore it is necessary to define a common objective which means one needs to define competency in a given context which reaches to success. It adds up saying that if competency people are selected it nurtures a competency culture and retains successful people and thus there is a good chance to create Organizational success where competency becomes the simple basis upon which all the processes are integrated.
This article helps to understand the process of competency mapping done in the Wipro Organization. It holds the view that since plenty of instruments are available the HR Person should just apply it and get a readymade competency map as they took a standard model which was already validated and then tried to tailor it to their Organizational needs.

This article would help the HR professionals by guiding them the process of competency mapping along with the various methods which one can use to measure competency viz self appraisal, 360 degree feedback.


It asserts that competencies needs to be defined concisely to reduce misinterpretation and should be divided into vital, essential and desirable calibration on the measurable scale of each competency. The gaps between the position profile and present profile give rise to training needs.

This article help all HR professionals, consultants to develop competency mapping as it clarifies energy focus points and is also useful to the employees and the Organization. It clarifies the necessary and desirable competencies of a job which has a positive cascading impact towards Organizational growth and success.

Sankethi (2004) in Competency Mapping explains competency mapping in detail. It defines competency mapping as the process of identifying key competencies for a particular position in an Organization when completed becomes an input for several other HR processes.

This article explains that for competency mapping to be productive, the Organization has to be clear about its short term and long term goals as well as the capability building imperatives for achieving these goals. This process starts from understanding the vision and mission of the Organization and how to translate it into specific time bound business goals.
Further it delineates the Organization structure clearly and identifies the various levels and positions along with the reporting relationships obtaining within that. As a result the gaps between the skills sets required and possessed are brought into the picture which calls for training and is possible only due to competency mapping.

This article is important to understand in precise manner the meaning and process of competency mapping which also places emphasis on transparency, objectivity and quantification.

Ranjan (2006) in *Competency Mapping* explains competency mapping and issues related to it. It draws our attention to various competency characteristics.

This article makes us understand that competency models can be used also for career planning and establishes foundation for credentialing programs. It also explains how the competency mapping project can be communicated to the employees.


And what impact does an Organization have upon use of competencies on individual employees career management planning and action in the long term.

This article defines competencies as collection of success factors necessary for achieving important results in a specific job or work role in a particular Organization. It focuses on ways that individuals need to present or demonstrate the use of various kinds of competencies when interacting with Organization for e.g. during competency based interviewing and selection for those who may be pursuing full time employment with Organization.

It emphasizes each individual to articulate one’s own value- adds as to who one is, as a person and as a professional, in language that is common and accepted in the Organization. As result the individual gets a quick validation of list of competencies that emerge to establish their face
validity i.e. reality checks which is important to success at this point in their future career passion and success.

This article helps one to identify their own competency strengths and weakness. It also draws attention to the fact that the weakness do need to be “managed around ”through the use of methods viz delegating, partnering and some personal modification of behavior which depends on the planning on the part of the individual as well as on the part of development discussions with ones manager, mentor or career coach. Thus competency mapping is a powerful and potent tool for making concrete and recognizable employable assets that any individual brings into their career. Mappings one’s competency strengths is one of the powerful self marketing tools available to both individual and Organizational talent management professionals today.

This article defines and illustrates the use of the terms competencies, competency mapping. It describes how competencies relate to individual career development. It explains why individuals should go to the effort of mapping their competencies and also highlight the challenges faced by them. It also highlights on competency based interviewing and selection work.

It emphasizes that competency mapping is a powerful tool. Mapping one’s competency strengths might be one of the most powerful self marketing tools available to both individual and Organizational talent management professionals today.

This article helps each individual to articulate their own value and helps one to identify their own competency strengths and weakness. It asserts that competency mapping is a significant and potent tool for making concrete and recognizable employable assets that any individual brings into their career.

Gaur (2007) in Competency Mapping explains the process of competency mapping in the present age. This article teaches the process of competency mapping along with the mapping of capability of the employees to the benchmarks.
It defines competency mapping as a process of identifying key competencies for an Organization and the jobs along with functions within it. It is a behavior.

This article teaches the process of competency mapping by stating that it starts with step one job analysis along with the attributes to make it more behavioral than skill based. Then follows is the creation of competency based job description which is mapping the capability of the employees to the benchmarks.

This article is of important as it gives a fairly good picture as to how to assess the employees importance and to see whether they need to perform better or need to move up a notch on the scale (promotion). Competency Mapping helps to know what the real state of preparedness of an Organization to handle new business because it has action picture of every incumbent in the Organization. It helps to determine the training needs and encourages the best and develops the rest and creates a win-win situation for everyone.

Ramakrishna (2007) in *Mapping Competencies for Success* highlights on what is competency mapping and the dangers involved in it. This article define competency mapping as identifying preferred behaviors and personal skills that distinguish excellent and outstanding performance from average.

This article is useful as it makes one aware that those individual employees who map their competencies gives them a clearer sense of true marketability in today’s job market and develop self confidence. It also makes them aware of the potential danger that limits the use of competency mapping.

This article helps us to understand that the competency mapping as the ultimate goal is a desired end result with proper analysis. Secondly it does ensure both reliability and validity as a result the employees should go boldly but with the knowledge of knowing about the mapping with confidence.
Gupta (2008) in *Competency Mapping-The latest in HR* explains that competency mapping aids an individual’s competency. Competency Mapping is a process through which one assesses and determines one’s strengths as an individual worker.

This article clarifies that competency mapping examines two areas: Emotional Intelligence and Strengths of the individual and is used for the success of the Organization. It advocates that competency based HR is considered the best HR. This article is useful to HR professionals by giving them insight into the process of competency mapping. It explains how competency mapping helps identify the success criteria required for individuals to be successful in their roles.

It brings to our notice that Organizations do the mistake of realizing the map as the desired end result. However due to incorrect assessments of results leads to flawed decisions and cause a big damage to the concern. Competency Mapping tailored to an Organization is necessary to train, define and retain talent in an Organization to yield better results and increase productivity.

Ramchandra Dr (2008) in *Building Competencies: The need of the hour* explains the need of building competencies in order to be successful in every walk of life. This article advocates that competency mapping assessment has become a key factor in determining the skill sets required for any position in an Organization as it helps in identifying and mapping competencies necessary for performing the tasks of a particular role productively. It views that competency mapping and evaluation have achieved supreme importance in Organization in terms of HR development and practices accustomed with Organizational growth and objectives and capitalizing on the utilization of human potential.

This article helps to understand how competency mapping shows direction to those individuals who need a challenging environment and want to learn new things. It is very important that right skills, right job and right person to do the job should be matched.

A competency help individuals to know the marketability in today’s job market and assists them in matching the skills with the job that best fit. Competency mapping also facilitates career
development. It advocates that though there are many methods to assess competencies self appraisal methods are best as it holds them to rate themselves in Organizational conditions.

PCMM (People Capability Maturity Model) assess competencies as its primary objective is to improve the capability of the entire workforce for performing current and future business activities. This model can be employed in any setting either to guide implementation of workforce improvement activities or as a vehicle for assessing workforce practice. This article helps to realize that competency mapping is one of the most powerful self marketing tools available for both the individual (employee) and Organization.

Butler (2008) in *Competency Confusion* explains that competency approach is a powerful force in creating business advantage and the confusion in its definition. It defines competency as an underlying characteristic of a person that results in effective performance.

This article brings to our attention that besides knowledge, skills and abilities competencies it is necessary to have personal, interpersonal and team competencies because people are now viewed as packages of capabilities and complex problems at work demand strong interpersonal relationship and interdisciplinary teamwork.

This article points out the confusion and trouble in defining competency in adjective and noun. It says that understanding the problem requires an understanding of the causes for the problem and a clear definition of what the problem actually is.

Part of the confusion comes from historical terminology such as standards, skills. It points out that competency movement is gradually moving away from its historical roots and frameworks are being built around what an employee or Organization can actually do rather than the underlying dispositions that determine the activities.

**Observation**

This article asserts that capability gaps can be avoided by incorporating an integrated strategic planning process to facilitate development of cohesive planning options that anticipate and
identifies potential gaps so that timely and cost effective solutions can be formulated and through smart decision making process to implement it so as to ensure that an Organization stays healthy. This article is useful to HR consultants which help them to understand and to be aware of the various effects of methods used in competency mapping.

**Conclusion**

Competency mapping can be developed by stating the common steps which are job analysis followed by job description with skills mentioned followed by mapping with benchmarks. An almost arbitrary level of attainment is noted against each benchmark indicating the areas where the assessee is in terms of personal development and achievement so that one can get promoted and training and development needs can be incorporated to encourage the best for the Organization growth and success.

### 3.4.0.0 Studies Related to Core Competency

Prahalad & Hamel (2003) in *The Core Competence of the Corporation* explains the development of core competence. It explains portfolio of core competency as the company’s collective knowledge and about how to coordinate diverse production, skills and technologies.

This article emphasize that focusing on core competencies creates unique, integrated systems that reinforce fit among the Organization diverse production and technology skills – a systematic advantage which its competitors can’t copy.
This article emphasizes that it is necessary when one clarifies competency, the entire Organization should be aware how to support its competitive advantage and readily allocates resources to build cross unit technological and production links. It’s necessary to enunciate a strategic intent that defines the Organization and its market to identify its core competencies. It asserts that once core competencies are identified it is necessary to enhance them either by investing in needed technologies or infuse resources throughout business units or forge strategic alliances if required. Lastly one needs to cultivate a core competency mind set for its success.

Fernando (2003) in *Identifying Organizational Core Competency* explains how the core competency of an Organization provides its competitive advantage. It points out the core competencies in the context of strategy and defines what is critical to a business and its competitive advantage.

It is necessary that while identifying core competencies the process cannot be confused with the traits of individuals or competencies as core competences refer to the aggregate capabilities of the Organization providing it sustainable value and broad applicability across the business.

This article helps the HR professionals to realize that core competencies need to be systematically identified and evaluated to ensure that adequate leadership focus and resources need to be directed to its development to support growth and success in dynamic market.

Williams (2003) in *Core Competencies* explains what core competencies is all about. It is of the view that core competencies are those capabilities that are critical to business so as to achieve competitive advantage.

The starting point for analyzing core competencies is recognizing that competition between businesses is as much a race for competency mastery as it is for market position and market power.
This article asserts that core competencies should change in response to changes in the company’s environment. They are flexible and evolve over time. As business evolve and adapts to new circumstances and opportunities so its core competency will have to adapt and change.

It also advises that a competence which is central to the business operations but which is not exceptional in some way should not be considered as a core competence as it will not differentiate the business from any other similar businesses.

Gregson & Church (2000) in Core Competence Analysis proposes the significance of core competencies on corporate and personal levels. It defines core competencies as some of the most important sources of uniqueness; those things that a company can do uniquely well and that no one else can copy quickly enough to affect competition. Hence, it is important to understand what the business has to give to the customers that are of unique value which makes good profit.

This article is of significance as it gives guidelines to understand what core competence is and asserts that competencies must give the customer something that influences them to choose your product or service. Secondly the core competencies should be difficult to imitate and thirdly it should open up good number of potential markets. This article provides guidelines to all individuals to know their core competencies by brainstorming the factors that are important to assess oneself or to the client.

**Observation**

Senior management cannot focus on all activities of business and the competencies required to undertake them. So the goal is for management to focus attention on competencies that really affect competitive advantage.

Core Competence should be leveraged on to support growth and widen the competitive advantage the Organization has against its competitors. It is necessary to have answers to the Organizational area of specialization and the complex streams of business activity that exists across the Organizational value chain and the intangible assets that Organization possesses to understand where Organizations core competencies are likely to reside.
Conclusion
HR professionals, consultants should develop core competencies by identifying those that enable the creation of new products and services by providing potential access to a wide variety of markets. Core competence should be competitively unique which is difficult for competitors to imitate.

3.5.0.0 Studies Related to Competency Assessment and Skill Measurement

Creuger & Bulte (2002) in Competencies, Classification of Competencies, Measurement Methods define competencies and its different measurement methods. It defines competencies as collection of knowledge, skills, values and attributes demonstrated through behavior that results in competent and superior performance while competency describes what superior performers actually do on jobs that produces superior results.

This article is useful to the HR Professionals, consultants as it gives them insight into competency and methods to measure the same. It asserts that competencies can be classified into basic and professional which means that basic competencies are inherent in all individuals except that their degree of existence varies while professional competence are over and above the basic competencies and are purely job related. Organizations have, therefore, to identify the critical basic competencies required for individual employees to deliver their best in their Organization and it is here that the importance of mapping the competencies proves critical for Organizational growth and success.
Smith & Simonsen (2005) in *Competency – Based Behavioral Interviewing* explains how a behavioral interview question benefits the career counselor and their client to understand the reasons for, and approach to, this type of interview and to prepare accordingly. It explains how analysis of one’s background and capabilities are essential for preparing for a competency-based interview.

This article shows how organizations evolve and create new strategic plans to meet ever-changing business challenges and define their ideal talent profile which are based on competencies so that the interviews and selection process should be aligned.

It also draws attention how competencies predict performance better than experience, technical skills, aptitude or personality. It is seen that organizations’ talent management today requires aligning multiple human resource functions including selection, development, performance management and succession management which is possible through use of competency models.

This article explains how competency based human resource systems ensure that the people who get hired have the potential to succeed. This article demonstrates how knowing and demonstrating competencies provide substantial benefit to individuals who want to be seen as qualified and valued accordingly.

This article is important as it makes us understand that behavioral interviewing is a process by which an interviewer gains specific understanding. Knowledge, skill and attitudes brought by that candidate and the questions asked relate specifically to competencies necessary to be effective in the position being filled and require the interviewee to provide depth around specific capabilities. It also helps organizations to prepare interviewers by creating competency based interview guides with questions that probe for the competencies for the open positions. Since the best predictor of future behaviors is an individual’s past behavior, behavior-based interviewing allows an interviewer to learn, with concrete examples, whether the person has the competency and whether they can apply it in this situation.
Sullivan Dr. & Burnett (2005) in *Recruiting Using a Competency – Based Approach* explains competency based recruiting approach that uses a series of assessment tools that identify not only the technical skills a candidate possesses, but also their behavioral competencies.

This article states that this approach relies on building complex job profiles that look at the responsibilities and activities of the job and the competencies required to accomplish them. This approach intends to take candidates assessment out of the realm of subjective evaluation and place it squarely under the realm of science, providing Organization with consistent process and common language with which to assess talent.

The article highlights the reasons why most of the implementation has the following three characteristics that drive to failure namely

1. If a process that does not re-evaluate how work is broken down into specific jobs to ensure that the bundling of activities is consistent with the available workforce which means that just because work has always been broken down in a certain way does not mean it is the right way.

2. A job analysis process that are historically oriented which could have changed significantly in the time it takes just to create profile as its time consuming

3. A guiding perspective that considers time sensitive team dynamics such as leadership personality, economic conditions, new technologies and geography irrelevant which means that to assume that a profile will be consistent across a job family is to assume that employees operate in a vacuum controlled environment, something we all know is not the case.

This article helps those Organizations who are using or are considering to use competencies after reading the outlined three possible causes of failures.

Dubois (2006) in *Competency Assessment and the Individual* explains the definition of competency and its importance to individual, Organization and process. It is of the view that most Organizations begin by assessing leaders and other workers who are the primary drivers of
the Organizations performance to determine their competency strengths and needs. It explains how an individual can make practical and powerful use of the results of competency assessment for career planning and in fulfilling management’s goals.

This article is of the view that a characteristic or trait is a competency only when its use can be proven to be necessary for successful performance of some type. It says that knowing one's competency is essential not only for improving one's immediate performance but also for planning for their development, identifying realistic career paths, planning and managing movement along those paths. It is of the view that the information provided on the strength and needs for growth of the employees must be accurate, complete for the competency assessment process to be successful.

This article makes it very clear that an active participation in the Organizations competency assessment process can be a rewarding experience for the individual if it is intelligently and thoroughly planned and executed. Individuals should view their participation as a major resource for career management and planning opportunities rather than just yet another bureaucratic activity or challenges.

The individuals being rated must be sincere about wanting the feedback and should not be critical of those who provide honest and direct feedback as it may not be pleasant to hear or assimilate as the old phrase goes "Don’t ask questions if you don’t want to hear the answer”

This article is of the view that a characteristic or trait is a competency only when its use can be proven to be necessary for successful performance. It also asserts that an active participation in Organizations competency assessment process can be a rewarding experience to the individual for his growth.

Maul J (2007) in Skills Measurement for Effective Competency Modeling explains the role of skills measurement in competency mapping. It asserts that with Organizations accessibility and immediate reporting the skills measurement systems can make key business skill immediately identifiable.
It is found that many companies are implementing competency modeling programs, strategic initiatives aimed at aligning employee performance with job requirement as it can dramatically affect Organizations ability to achieve the desired results.

This article is of the view that skills measurement systems provide a valuable resource for simplifying competency model implementation and aligning modeling initiatives with measureable skills data as a leading indicator for performance improvement.

What Organization needs to do is to identify exactly what business outcomes they plan to achieve through their competency modeling program which requires careful planning and focus. It advocates that in an effective competency modeling strategy, an Organization will focus on key competencies and then identify and track the skills that make those competencies effective.

With Organizations accessibility and immediate reporting, skills measurement systems make key business skill immediately identifiable. The system, enable decision makers to quickly build requirements for key competencies and provide tools for tracking skill levels for individuals across the Organization with enterprise reporting flexibility.

This article helps to understand that skills measurement plays an important role in the planning phase by streamlining the effort to link skills to competencies. The reason being it provides per defined skills selection to help decision makers establish skills objectives quickly and offers assessments for those skills thereby providing all employees with a point of action (taking assessment) that will deliver measureable results.

It also provides a clear system for the “how” of verifying skills with online assessments and objectives metrics that provide detailed immediate feedback and repeatability to track skill improvement. Finally companies can take control of key competencies with the speed necessary to keep pace with market driven change as the skills can be measured and improved across the Organization.
Observation
Competencies could be measured by using behavioral indicators which is a statement of action or set of actions that one would expect to observe when a person successfully uses a competency to perform work. Organizations are now moving or changing so fast that there is less time than ever to hire “fresh” talent and develop those employees to meet Organizations expectations and fit the Organization culture over several years as hiring the wrong person today is costly in recruiting and hiring costs and in lost productivity.

Conclusion
Competency assessment enables the employees to realize their potential and provide appraisal feedback, coach to improve productivity and finally provide them with an objective defined target for development and realistic career goals. Competencies becomes operational only if defined by behaviors, so interviewers, applicants, managers and employees can apply the model in work setting. A behavioral description is a set of observable actions that indicate the presence of an underlying competency.
3.6.0.0 Studies Related to Competency Mapping and Emotional Intelligence and Its Application

Kwland & Nass (2002) in *Applying the Use of Emotional Intelligence Competencies* discusses the process of relationship of Emotional Intelligence to performance and leadership outcomes as the foundation of an Emotional Intelligence talent development initiative conducted at a nonprofit Organization.

It believes that the application of Emotional Intelligence competency development clearly demonstrates that behavior change happens over time, through multiple learning methodologies, and requires time and space to practice new behaviors.

Once the operating definitions of Emotional Intelligence Personal & Social Competencies are established, Emotional Intelligence team norms and leadership style becomes necessary to be aligned with the strategic plan and existing competency model used at the Organization. The next step was to provide article & substantive content to connect Emotional Intelligence Competencies, leadership styles & performance results.

The information is provided on the selection of assessment tools and workbooks used throughout the initiative to provide a “common language and personal doorway to greater understanding and focused development on Personal and Social Emotional Intelligence competencies. They were MBTI and FIRO-B when used together provides a framework to increase self awareness of Emotional Competencies and develop Emotional intelligence skills in self managing interpersonal relationships which integrates the assessments and workbooks throughout the development initiative.
Lastly the learning resources were five key methodologies used to accomplish the four performance objectives which included facilitated knowledge & skill practice, group sessions, individual coaching, electronic learning reinforcement and pre reading coaching reflection activities and Emotional Intelligence outcome and impact plans with performance plans.

The Learning Design and Development Process focused on Emotional Intelligence competency development to deepen the understanding and relationship of Emotional Intelligence Personal Competence to leadership, performance, career success. Development focus was then shifted to the domain of social competence specifically in building and sustaining emotionally intelligence teams accomplished through facilitated group learning and individual coaching.

Formative evaluations with the internal strategic partners and advisory team identified the success factors deemed critical to achieve the buy-in, active involvement, and creation of development impact and action plans to achieve individual and team Emotional Intelligence performance objectives to reinforce the learning and cultural assimilation of Emotional Intelligence.

This article along with the process helps to understand the impact of individual Emotional Intelligence competence and how they are used for successful performance-whether at work or in their private lives. The application of Emotional Intelligence Competency Development very clearly demonstrates that behavioral change happens over time through multiple learning methodologies and requires time and space to practice new behavior.

In this article Emotional Intelligence, we believe, is learning to ask questions and seek knowledge to deepen the understanding about one’s self and others. This article is important as it consistently emphasizes that to sustain superior performance, emotional competence matters twice as much as IQ and technical skills combined. As often quoted” It takes IQ to get hired, but EI to stay employable”.

Bryne (2004) in *Competency and Emotional Intelligence* explains the significance of competencies and competency based performance management. It explains how effective
performance management, succession planning requires awareness and measurement of soft skills job competencies.

It states that soft skills development process helps Organizations create competency benchmarks; improve performance standards and succession planning programs.

This article enables the HR professionals, consultants to develop competency based performance management by defining the process of identifying soft skills which includes competency based position analysis, assessing personal soft skills and giving feedback to the employees for their future development.

This article is important as it provides insight into developing performance management model by defining competency benchmarks, assessing and comparing individual soft skills to those benchmarks to identify and implement a personal soft skills development strategy which would lead to growth and success of the Organization.

Howard & Boyatziz (2007) in *Career Success Through Emotional Intelligence: Developing Emotional Competencies* explains that emotional intelligence is the tipping point factor in the lifelong professional development and success. It is of the view that people with well developed emotional intelligence competencies have a proven advantage in personal life and careers.

This article proves that people with well developed Emotional Intelligence Competencies have a proven advantage in personal life and careers. Emotional Intelligence individuals are able to maximize their cognitive knowledge and expertise by using Emotional Intelligence competencies in four clusters viz self awareness, self management, social awareness and relationship management.

It emphasizes that adult can enhance and develop their Emotional Intelligence and Emotional Intelligence competencies. Self directed learning is the key to developing Emotional Intelligence competencies. It is an intentional change in an aspect of who you are (Real) or who you want to be (ideal) or both. It gives the opportunity to make a difference in our own lives and the lives of
It helps us to reach our potential, tap our dreams and passion to work to make our dream come true.

This article helps us to understand what Emotional Intelligence is all about and one learns to develop Emotional Intelligence competency only when the person experiences discontinuity, a moment of awareness and sense of urgency that is when one discovers of who you want to be. By enhancing one’s Emotional Intelligence competencies would lead to enhancement of our professional engagement and work to make our dreams come true.

This article also points out that adults can enhance and develop their emotional intelligence and Emotional Intelligence competencies. Through the self-directed learning process one has the opportunity to make a difference in ones lives and in the lives of others.

As a result one can tap ones dreams and passions, develop emotional intelligence competencies that enhance ones professional engagement, and then work to make ones dreams come true.

**Observation**
Emotionally intelligent individuals are able to maximize their cognitive knowledge and expertise by using Emotional Intelligence competencies in four clusters viz. self awareness, self management, social awareness and relationship management. Emotional Intelligence also equips these highly effective performers to develop leadership skills, resonant relationships and social impact.

**Conclusion**
Emotional intelligence is all about ones awareness and one learns to develop Emotional Intelligence but also how it enhances self and professional engagement towards oneself and the Organization.

3.7.0.0 Studies Related to Competency Based Recruitment and Employee Development

Boyd & Green (2001) in *Competencies and managerial Effectiveness: Putting competencies at work* explains competencies as sum of one’s experiences, knowledge, skills, value and attitudes
one has acquired during one’s lifetime. It expresses concern about the need to improve Organizational structure, to better utilize corporate strategy to drive change and to strengthen the link between strategic intent and day to day implementation.

It opines competent people as the key to future success and offers the Organization their only sustainable competitive advantage. The development of an effective competency framework and complimentary performance management provides an opportunity for enterprise and individual growth and in the long run increases shareholders value.

This article asserts that achieving a high performance workforce requires integration of work, people, technology and information with an enterprise strategy and culture, since this focuses on the effective use of available resources on the prime task of achieving Organizational objective and has impact on the performance of individuals, work teams and total Organization.

This article emphasis that competency management programs should be used to improve Organizational results by ensuring that critical core competencies required to effectively perform a role are identified. Competency frameworks are used to assist in the alignment of HR activities with needs of Organization.

It also guides by asserting that considerable care must be taken when establishing competency framework by providing guidelines in deciding how many competencies to use and to focus on the most critical areas of competency that will really have an impact on performance.

This article provides valuable information that competency should be written in a language that makes sense to people as to how to use it and that competence should group activities that have the same criteria associated with them.

Kemp (2006) in *Competency – Based Employee Development: A Gold Standard for Talent Management* explains the meaning of employee development and the reasons for creation of competency based employee development. It provides a perspective on issues surrounding employee development viz what is employee development, how is employee development
traditionally carried out, why should employee development be competency based and what steps can guide the creation of competency based employee development. It states that competencies are the tools that individuals use for successful performance as without them performance is not possible.

This article states that competencies are the tools that individuals use for successful performance without them performance is not possible. It defines employee development as the pursuit of any activity that leads to continuous learning, personal growth and which contributes to the achievement of both an individuals and their Organizations objectives in the long run.

Most of the Organization that use employee development approaches do not make them part of a formal well defined employment development process.

Mostly every program has a start and termination point while process implies that there is a start with no particular termination point in mind as a result there would be continuous improvement process that fuels the employees motivation and Organizations long term support of the employee and its own success.

It points out that the essential strategic link between Organization and their employees is competency based employee development where the emphasis must be upon developing work competencies in ways that make a strategic difference for the Organization and its workers and answers the question “What in it for me”.

This article is important as it helps the senior management also to realize that in order to ensure that employee development is competency based they must first endorse the use of employee development process by addressing two key issues namely

1. Ensuring development of employees competencies
2. Address the identification and attention to meeting to whatever degree possible with respect to employees’ life career needs and preference.
Kumar Dr (2004) in *Career - Competency-Based Human Resource Management* explains that to survive in a turbulent and dynamic business environment organizations have to adopt competency-based human resource management which are vital to productivities and performance excellence.

This article is of the view that any organization should adopt the definition of competency that makes sense, meets its needs and is used consistently in HR operations and applications since competencies are general descriptions of the abilities necessary to perform successfully in areas specified.

This article helps to understand that different activities require different competencies levels in the discharge of responsibilities and duties associated with the functions.

Competency Mapping is used to identify key attributes that are required to perform effectively in a job classification where it identifies preferred behaviors and personal skills which distinguish excellent and outstanding performance from the average. The initial step is understanding the core competency that is required for the organization and to relate these competencies with various functions in business management.

This article is also useful to HR dept as it advises to give keen importance to this competency process since competencies determine the organization effort to compete with quality. Further employees in the organization are more concerned about their advancement in their career. Therefore HR managers should give career plan at individual level.

A career based and competency based approach have resulted in high productivity and business surplus in many organizations. They should look into the area of career competency as a panacea to productivity and quality assurance in the wake of business competition.

**Observation**

To be effective the development of workplace and managerial skills must reflect the current and projected need of the Organization. It is very necessary to know what core competencies for
success are required for the Organization. It advocates that consistent effective and dynamic leadership should be provided which is transparent. Further a positive, supportive, encouraging, rewarding culture must be created which motivates the employees, facilitates the acquisition of knowledge and encourages innovations and creativity.

Competencies acquired in an employee development context are usually intended for use to complete work at some future time. Without an underlying employee development philosophy and process guiding their use, their lasting benefits to employees and Organizations are suspect.

**Conclusion**

There should be strategic alignment that binds the Organizations long term success with its employees’ competencies and their life career needs and preferences which should provide ways for both parties to win or to get what they need for employee development. Employee development is the Organizations commitment to help ensure that there will be two winners in the forth coming change-the Organization and its employee.

**3.8.0.0 Studies Related to Competency Based Succession Planning and Organization Success**

Rothwell (2004) in *Competency –Based Succession Planning: Do I Fit in? The Individual’s Role in Succession Planning* explains the term succession planning and focuses on role of individuals. It is a process that helps ensure the stability of tenure of personnel along with continued effective performance of an Organization, department by making provision for the development, replacement and strategic application of key people over time.

This article points out that Organization of the future would increasingly be competing for high-potential people at exactly the same time that some people lose their jobs. Not all Organizations will respond to the war for talent in the same way. However, though growing attention is being paid to succession planning and management programs as a means of providing Organization for the systematic preparations of presentation and future talent.
This article is important as it brings to our notice the different corporate cultures that exist where individuals working in open corporate culture will usually find the resources, information and support necessary to prepare themselves to meet the challenges of the future while individuals working in closed corporate culture will have to assume more responsibility to get the information they need to develop.

This article helps all individuals to assume more responsibility for their future. They can do so by assuming that their development is really their own responsibility and not that of immediate Organizational superiors, mentors, coaches, parents, peers or others. This article helps the career development professionals who play an important role in succession planning.

Thomas (2006) in *Using Competency Management to Drive Organizational Performance* explains that competency mapping is key to aligning human capital assets with business strategy to create value for Organization and drive their performance forward in competitive talent market.

It necessitates the need for Organization to align business strategies with competencies and development is linked to competencies and competency planning.

This article is of the view that aligning the so called intangible assets of human capital with business strategy is the key to create value for all Organizations which means that if employee skills, training, knowledge, culture, leadership and team work can be ‘synced’ with business plans, HR professionals can create value that their Organizations need to thrive in the present competitive age.

It also states that no Organizational system can help individual employee understand the opportunities for growth and advancement as well as strategically aligned performance management system.
This article is important as it advocates that competency management provides a roadmap that helps Organizations develop their talent pool. Competency models are collection of competencies needed for exemplary performance in a job and produce outstanding results because they specify knowledge, skills and abilities that enable people to efficiently and effectively do their job.

The goal of competency management is to increase overall workforce productivity through the improved attraction, retention and utilization of talent. This article is of the view that alignment of competency model to business strategy is essential for the success of the Organization. The reason being it defines measurable standards for performance, yield meaningful individual development plans and provide the language for competency management which is foundation for performance management.

Paul (2007) in *Leadership Competencies for Personal and Organization Success* explains the need of competencies for success. It defines competency model as a set of competencies that include key behaviors required for excellent performance in a particular work context while competencies includes skills that produce success.

This article defines competency model as a set of success factors i.e. competencies that include key behaviors required for excellent performance in a particular job.

This article is important as it enables the HR Professionals, trainers to develop competency based approach by stating its benefits to the Organization, managers and employees. It reinforces corporate strategy, culture and vision of the Organization. It helps the managers to identify performance criteria to improve the accuracy and ease of hiring and selection process.

It provides a clear foundation for dialogue to occur between the manager and employee about development, performance and career related issues. It helps the employee have an assessment of their strength and provide training for enhancing their skills. It advocates that for leadership competency one needs purpose, people, process and personal skills to manage oneself and deploy oneself constructively with the business mission.
**Observation**

It is only through competency identification that one can discover what distinguishes exemplary performers from fully successful performers. Competency based succession planning provides a blue print for building exemplars of the future as they become a focal point for reinventing the HR function of an Organization to help achieve sustained competitive advantage.

As a result it is competency management that provides a road map for career planning and development. Growth and development opportunities are competency based which are linked to the Organizations strategic priorities and focused on succession management plan.

**Conclusion**

HR professionals should use performance management system that is built on robust competency management process that can help translate business strategy to well –articulated, congruent priorities and objectives that allow the entire Organization to move forward with a single purpose as it focuses the direction of an Organization towards its goal as it concentrates on” how” and “what is” that can be accomplished through employees.
3.9.0.0 Studies Related Implementation of Competency Mapping which has led to Organization Growth and Success


This article explains the challenges faced by most Organizations in the identification of effective means to recruit, select and retain high performing workforce and the creating and maintaining of dynamic culture for employees that fosters achievement. It is of the view that competencies provide the foundation through which HR professionals can contribute to the Organizational success.

This article highlights on research conducted on nationalized banks limited to Karnataka region. Here identification of competent branch managers from amongst the existing officers was done. The objective was to map the competencies of successful Branch Managers and to assess success competencies in bank officers for assigning Branch Managers roles and to evaluate the role of competency method on the basis of business performance data after its implementation.

Archana Arcot (2004) in *Competency - based Selections* explains the theoretical framework underpinning the concept of competency mapping and the experiences of an Organization in conducting competency based assessment for the purpose of internal selection for leadership positions which leads the Organization to success.
This article has conducted research in a BPO industry and is of the view that the statement “people are our best assets”, though a cliché is nevertheless true in most industries but it is more so in the BPO space.

This article explains that in ITES industries the focus is on employing competent employees and to have strong management strategies to ensure solid and successful business performance and year on year growth. This need led to implementation of competency mapping in order to be able to attract and retain best competent employees to ensure excellent successful service delivery.

This article explains that this BPO industry took the competency based assessment data which is the potential data as the basis of decision making enabling role-person fit. Here the assessment data was to form the basis for appropriately matching the employees knowledge, skills and attributes with the role requirements.

This article reveals that as a result of the above implementation this BPO Industry has grown from 30 employees in 1996 to over 3000 in 2004 and has grown to handle the most complex back -office processes that support one of the world’s largest airlines. It is now a leading provider of customer interaction management and back office support to various verticals that include airline, travel and transportation, insurance, financial services, health care, telecom, market article and professional services. This clearly reveals the implementation of competency mapping leads to Organization growth and success.

**Observation**

There was neither negative performance nor stagnation. Instead after the implementation of competency mapping the performance has increased and the Branch Managers have performed better than their predecessors.

**Conclusion**
Implementation of competency mapping leads to Organization growth and success. Employees are not the only drivers but competent employees are the principal value creators as well as intellectual capital and infrastructure investment of the output of this industry.

3.10.0.0 Inference

From all the above article of critical review of related literature ranging from origin and meaning of competency mapping to its implementation has given a deep insight into the details with respect to competency mapping.

It can thus be seen that challenges faced by Organizations are the identification of effective means to recruit, select and retain high performing employees and to create and maintain a dynamic culture which fosters growth and success. The key to this is competency mapping which provides the foundation through which HR professional can contribute to the Organizations growth and success.

Human Resource undoubtedly adds values as it helps employees and Organizations to do better than their present level of performance. Competency Mapping provides a common language and method that can integrate all human resource function and services to help employees and Organizations to be more productive achieve success in the challenging years ahead.

Competency Mapping helps HR Professionals, trainers to develop competency based approach by stating its benefits to the Organization, managers and employees. It reinforces corporate strategy, culture and vision of the Organization. It also helps the managers to identify performance criteria to improve the accuracy and ease of hiring and selection process.