THE ROLE OF COMPETENCY MAPPING IN TALENT ACQUISITION AND DEVELOPMENT: A FRAMEWORK FOR ORGANIZATIONAL SUCCESS WITH REFERENCE TO HARSHA TOYOTA

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Abstract: When businesses and their employees work together, human resource management ensures that both parties' objectives are satisfied. Presenting a solid operational or financial report is now next to impossible without first ensuring that your ties with your employees are in order. A decline in low-skilled professions has occurred with an expansion in knowledge-based and highly skilled occupations. Key competences for a company, its roles, and its operations may be identified via the process of competency mapping. The concept of competency mapping, which has recently become popular across all sectors, is really very simple. Competence and expertise are the bedrock of any successful endeavor. Different business strategy heavy hitters in recent years have stressed the significance of figuring out what skills a company requires to succeed in a certain market. The essay delves into the reasons for the need of competences and how they are assessed in the workplace.

Keywords: Competency Mapping, Competency.

I. Introduction

Competency Mapping is the difference between the current competency level (CCL) of your employees and the required competency level (RCL).

In other words, the disparity or difference between the existing abilities and skills of your employees and what are expected of them in achieving the objectives that you want them to achieve are the skill and knowledge gap.

"Competency" consists of the skills and knowledge required by employees to effectively perform their jobs or specific tasks that you assign to them from time to time.

Your organization needs this information in order to improve the quality of your human resource training and   development   programs.

NEED OF STUDY:

The purpose of study is to learn the practical applicability of the theoretical knowledge gained about Competency Mapping process.

- To gain knowledge about, the process of training and development in **TOYOTA MOTORS**
- To know the effectiveness or ineffectiveness of the process of Competency Mapping in training and development in **TOYOTA MOTORS**.

Scope of the study:

This study covers all aspects of Competency Mapping in training and development programs in **TOYOTA MOTORS**. This study covers the New Entrant Manager response towards the training programs in the organization.

OBJECTIVES OF THE STUDY:

1. To analyze and examine the effectiveness of Competency Mapping Analysis programmers in **TOYOTA MOTORS**.

2. To assess how often training programmers are conducted and how much are the employees satisfied.

3. To study to what extent the training programmers are applicable to their jobs.

4. To study the employee's opinion on the training and development in **TOYOTA MOTORS**.

METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection o information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data in explained below.

1. RESEARCH DESIGNS

There are generally three categories of research based on the type of information required, they are

1. Exploratory research

2. Descriptive research

3. Casual research

The research category used in this project in descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and prove survey s are the,

Examples of this research. Any source of information can be used in this study although most studies of this nature rely heavily on secondary data sources and survey research.

2. Data collection method

Primary data:

It is collected through the questionnaire, a formalized instrument of asking information directly from respondent demographic characteristics, attitude, belief and feelings through personal contracts. Structured and on disguised from of questionnaire is used and consists of multiple choice questions

.Secondary data:

Internal secondary data about the Organization included formal data, which is generated within the organization itself, were obtained through concerned head in the organization

External secondary data generated by source the organization was used such as public available data provided by the reports of the companies. All this information is of great importance and conceptualizes and illuminates the core of the study.

3. SAMPLE DESIGN

a) Sampling unit: the study is directed towards the executive of managerial level.

b) Sample size: sample size of 100 is taken in this study

4) DATA ANALYSES

Simple analysis method is followed for analyzing the data pertaining to different dimensions of employees. Simple statistical data like percentage are used in the interpretation of data pertaining to the study. The results are illustrated by means of bar charts.

LIMITATION OF THE STUDY

- Due to constraint of time and resources, the study was conducted in the regional sector as **TOYOTA MOTORS** and the results of the study cannot be generated.
- The accuracy of the analysis and conclusion drawn entirely depends upon the reliability of the information provided by the employees.
- Sincere efforts were made to cover maximum departments of the employees, but the study may not fully reflect the entire opinion of the employees.
- In the fast moving/changing employees behavior, name new and better things may emerge in the near future, which cannot be safeguard in this report.

II. Review of Literature

John Flanagan (1954) grounded Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies.

The idea of testing the competencies, required for efficient performance at a position, was proposed by David McClelland in the early 1970's. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Some of the definitions are given below.

Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally (change in one variable cause change in another) related to effective job performance

Albanese (1989) Competencies are personal characteristic that contribute to effective managerial performance.

Advantages of Competency Mapping:

1. Increased Productivity.
2. Improved Work Performance.
3. Training that is focused on Organizational objectives.
4. Employees know upfront what is expected from them. ϖ Empowered Employees responsible for their own development.
5. Increase in Employee Retention Levels.
6. Develop situational leadership skills.
7. Manage at the rate of organizational change.
8. Measurement of human capital.
9. Talent retention ϖ Help to appreciate human capital. ϖ Help to properly utilize and manage HR.

III.   USE OF TECHNOLOGY IN DETERMINING EMPLOYEE COMPETENCY

HRD software is usually employed to manage employee competencies due to its complexity.

The determination of Competency Mapping is a part of this.

The HRD system is also used to:

1. to find the best "fit" between the employee's competencies to the requirements of his or her current position and whether with the current competencies, the employee can perform other types of job and to what degree
2. to manage employees' application for training based on the needs of their current jobs
3. to keep and maintain records of expenses on training / courses attended by each employee
4. to determine whether a new employee is ready for confirmation in service, and

5. to help executives in performing training needs analysis while in the process of preparing training and development programs

The Right and Responsible Use of Technology

It is necessary to use technology in determining Competency Mappings of employees.

Use this information in talent management, in determining the types and frequency of training that each employee is required to attend, and in employees' career development.

Technology can facilitate decision making. However, manipulation of technology is a real possibility. There are recorded instances of this happening.

In addition, the saying "garbage in, garbage out" is of real concern. Ensure accuracy of data entered into the system.

The following are some of the things we need to watch out.

*   Organizations need to ensure that employees are skilled in the use of technology including using it ethically.
*   Everyone needs to know and understand that there are limitations to capabilities of technology.
*   Managers and supervisors must not misuse the system to achieve their own ends or to help people under their jurisdiction. This can include the case whereby the ability of the employee is either indicated as adequate. It may also happen that the employee's competence is stated as too low thus not reflecting the true current position.
*   Accuracy of data entered into the system is of prime importance otherwise it is not possible to achieve the intended objectives.
*   The organization needs to ensure that every manager and supervisor are equipped with the skills in determining the RCL and the CCL to ensure accuracy of the Competency Mapping of each of their subordinates.
*   Both management and employees must understand that the determination of salary increase and / or entitlement to benefits are not based on employees' competencies and Competency Mappings.
*   Choosing the right HRD software.

Although the results of the competency assessment are not meant for determining salary increase, the information is useful (provided the assessment is done properly) in determining whether the salary level of the employee is equitable, that is, it reflects his skills and knowledge apart from how responsible the job is.

Further, it is not necessary to determine the skills and knowledge gap in respect of every duty and responsibility. Select the critical ones that go towards the achievement of employees' job objectives and your organization's overall strategic plan.

Equipping your Employees with the Right Skills and Knowledge

Once you have determined your employees' Competency Mappings, proceed to prepare the training and development programs for every employee.

The identified training and development must aimed at equipping your people with the right set of skills and knowledge based on organizational requirements and in terms of coverage, depth and quality.

Identifying and addressing employees' Competency Mapping is an important factor in effective workforce management.

Continue to invest in your people for the sake of your organization. Do not pay too much attention to opinions such as training does not make much difference. Or that it is a waste of time and money.

Organizations, particularly business entities, must succeed financially if they are to survive. This is the reason why business plans are prepared.

This is one of the simple ways in understanding the important factors related to strategic human resource.

Your organization, too, has its business plan. The only thing left to do is to make it a reality.

COMPETENCY ICE BERG MODEL

It can be helpful to think of competencies in terms of an iceberg. Technical competencies are at the tip - the portion above the waterline that is clearly visible (and therefore easier to assess).Behavioral competencies are below the waterline - they are more difficult to assess, and often harder to develop. Behavioral competencies can be understood as manifestations of how a person views him or herself (self-image), how he or she typically behaves (traits), or motives him or her (motives).
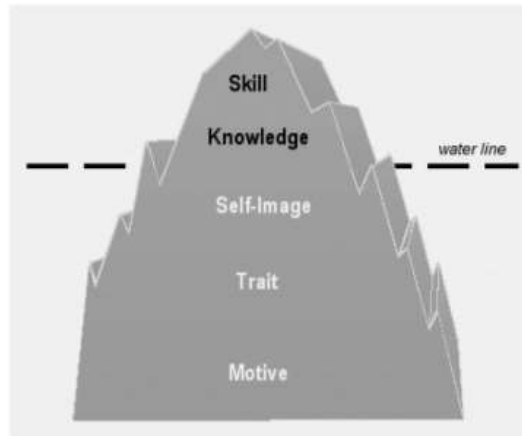
Skill: - A person's ability to do something well. For example, is great at using Microsoft Word.

Knowledge: - Information that a person uses in a particular area. For example, this might differentiate the outstanding waiter or waitress who speaks many languages from his or her average counterpart in a restaurant with an international clientele.

Self-image: - A person's view of him or herself, identity, personality and worth. For example, seeing oneself as a leader, or as a developer of people

Trait: - A typical aspect of a person's behavior. For example, being a good listener

Motive: - What drives someone's behavior in a particular area (an underlying need for achievement, affiliation or power).

Developing a BARS Scale Using subject matter experts, identify examples of job performance behaviors reflecting all different levels of effectiveness ranging from ineffective to superior for all the different parts of the job. These are key indicators only. It is not required to be an exhaustive list of every possible criterion. You may have already identified these behaviors when you conducted your job analysis to establish the qualifications and competencies.

Applications of Competency Mapping

Employee competency map is a very useful document and can be used for the following applications:

1. Candidate appraisal for recruitment
2. Employee potential appraise for promotion.
3. Employee training need identification. ϖ Employee performance diagnostics.
4. Employee self-development initiatives.

IV.   DATA ANALYSIS AND INTERPRETATION

1. Is the Training program introduced new concepts in your area of working?

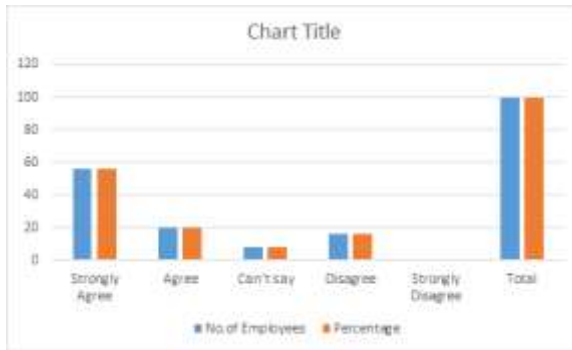| Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	20	8	0	4	100
Percentage	68	20	8	0	4	100
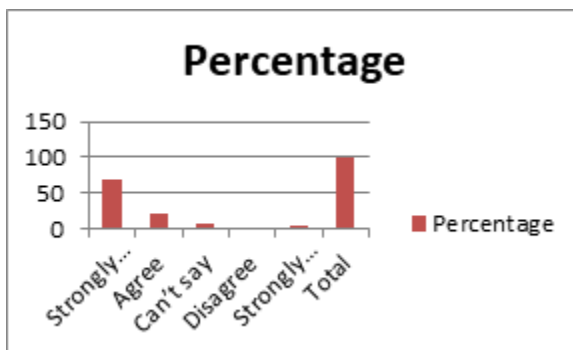
INTERPRETATION:

From the above information most of the executives agree that the Training program introduced new concepts in their area of work place.

2.   Is the Training program introduced new concepts in area of your personality development/Human relations?

| Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of employees	48	12	32	8	0	100
Percentage	48	12	32	8	0	100

INTERPRETATION:

From the above information most of the executives agree that the training program introduced new concepts in area of their personality development/Human relations.

3. Is the Training program useful to you in your present job?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	12	6	4	0	100
Percentage	68	12	6	4	0	100
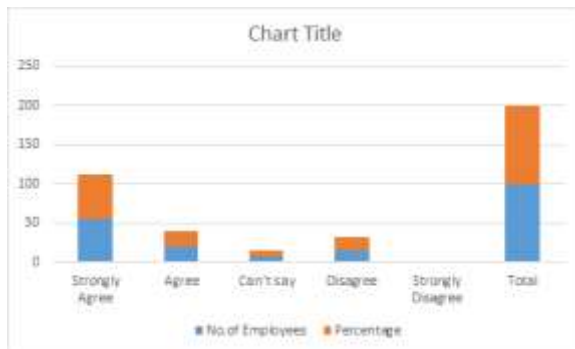
INTERPRETATION:

From the above information most of the executives agree that the training program useful to them in their present job.

V. Conclusion

- The company offers orientation classes and other forms of training, such as coaching, to new employees.

- Workers may put their training to good use right away on the workplace.

- Workers are better able to take on more responsibilities at work as a result of the training program.

- For the most part, workers are putting their newly acquired knowledge to use on the job.

- Workers are expected to assume additional responsibilities inside the company in accordance with the training program.

- Workers will be more efficient thanks to the training program.

- They are now more certain in their abilities as a result of this training session.

- Employee conduct was positively affected by the training program.

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