**Guidelines for Competency Mapping**

**Framework - Competency Mapping**

* Company shall undertake the competency mapping exercise as a process of identifying the specific skills, knowledge, abilities, and behaviors required to operate job related tasks in the company.
* Competency mapping exercise shall be carried out by the HR division with the support of the relevant division/section before any future recruitment in order to facilitate for talent acquisition and retention.
* Competency maps are referred as competency profiles or skills profiles of this exercise.

**Procedures - Role-Set Based Competency Mapping**

* The following key steps shall be followed in role -set based competency mapping by the HR division with involvement of relevant job/role holder and the divisional/sectional heads of the company;

**Step 1:** Decide the roles of the overall company for which the competencies need to be mapped. Example: role holders at executive level in the production division, role holders of overall sales including sales manager, areas sales manager, sales executives, sales representative etc. as per the levels and functions of company’s organizational structure.

**Step 2:** Identify the location of the roles in the organizational structure

1. This needs clarification of organizational structure

For example: production manager, production executive, production assistant, factory worker or sales manager, areas sales manager, sales executives, sales representative or finance manager, assistant finance manager, finance executive, finance assistant, human resource and admin manager, assistant admin manager, human resource executive, human resource assistant etc.

1. Defining role relationship (reporting authority, subordinate, peers etc.)

For example: Role holder - Production Manager

Reporting authority – COO

Subordinates – Production Executive of plant A

Production Executive of plant B

Production Executive of plant C

Production Executive of plant D

Quality Controller

Peers - Sales Manager, Finance Manager, HR Manager, Maintenance Manager

**Step 3:** Identify the role-set members of the role holder (superior, subordinates, peers etc.), all those who have expectations from the role holder, all those to whom the role holder has obligations to fulfil

**Step 4:** Identify the objectives of the functions or division or the unit or section where the role is located

* 1. Interview the divisional head
  2. Interview the role holder or his/her seniors
  3. Have a departmental meeting and get this stated

This step will be facilitated to identify divisional/sectional KPAs or KRAs and KPIs

**Step 5:** Identify the objectives of the role by asking why the role does exists? What are main purpose of the role etc.?

This step will be facilitated to identify individual KPAs or KRAs and KPIs of the role holder

**Step 6:** Collect the key performance areas (or KRAs) and KPIs of the role holder for last two to three years from the performance appraisal records , If they are not available, get them written by the role holder. Alternately collect the job description to make a list of all tasks and activities to be performed by the role holder.

**Step 7:** Interview the job holder to list the activities expected to be performed by individual or get the role holder to list all the activities he/she is expected to perform in his/her role. Tasks list may be 15 to 20 for some roles or 5 to 6 other roles

**Step 8**: Interview the role holder to list the actual knowledge, attitude, skills, and other competencies (motives, values, traits and self-concept etc.) required for performing the task effectively. Role holder should be asked questions like: “If you were to recruit someone to perform this task what qualities or competencies would look for in her/him? What competencies do you think are required to perform this well? Whenever you had done a good job what qualities in you have helped you to do it well? Whenever you were not able to do a good job what are the competencies or qualities you lacked that you felt were preventing you from doing a good job?

It may be a good idea to prepare the role holder to understand the difference between knowledge, attitude and skills. (Refer area of competencies and form of KSAOs that are commonly referred to as competencies). These need to be listed for each task. The list of activities should be used in listing the competencies. The critical activities determine the competencies needed to perform the task well.

**Step 9:** Repeat the process with the entire role-set members, if there are too many role-set members, take those who are very critical. The superior, subordinates and internal customer should be represented.

**Step 10:** Consolidate the list of competencies from all the role holders’ by each tasks

**Step 11:** Edit and finalize

**Step 12:** Present it to the supervisor of the role holder and the role holder for approval and finalization

(Refers to the Template Reference of Role-Set Based Competency Mapping).

**Role-Set Based Competency Mapping**

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| **Role No.** | **Role Holder**  **(key role in the company as per the organizational structure)** | **Relationship with Role Holder (reporting authority, subordinate, peers etc.)** | **Divisional /Sectional KRA & KPI (where the role holder is located)** | **Individual KRA & KPI of the Role Holder** | **List of the Tasks & Activities as per the JD** | **List of the activities expected to be performed by the role holder** | **List of the actual KASOs (\*) required to perform the job task effectively** | | | |
| **Knowledge** | **Attitudes** | **Skills** | **Other Characteristics** |
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