
Competency Mapping Process in Current Scenario: A Need for Sustainable Growth

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ABSTRACT

Competencies are more enduring than job tasks. Competencies focus on the characteristics of people who are successful or unsuccessful performing the work. Competencies are part of people, not the work they do. Competencies do better in pinpointing the unique characteristics of people that lead to success. This has been overlooked or poorly identified in most traditional job descriptions, which typically have a brief list of knowledge, skills, and abilities that may not be specific to the job and may only cover technical skills. If developing talent is critical to the future success of organizations, then understanding and using competencies to create a more talented workforce is key to maintaining a competitive edge. Learning and performance professionals have an important role to play in this future success through the use of competencies. Author's goal is to address this competency mapping so that managers can put this powerful, productivity-enhancing tool to work in organizations for the purpose of sustainable growth while obtaining competitive edge continuously.

Keywords: Sustainable growth, competitive edge, progress in current scenario, performance development etc.

INTRODUCTION

Competency mapping is a process and a system for identifying key competencies for a particular position and then using it for sustainable growth. Competency is a formidable weapon in the bulletproof vest of organizations to create performance excellence. Level of human resource competency reflects in the core competence of an organization. To what extent and depth, an organization can optimize its physical resources like infrastructure, technology, capital, product lines, brand value, distribution and marketing network and to what length an organization can exploit emerging and existing markets, opportunities of business environment and leverage societal changes will be dependent upon the reservoir of human competency an organization builds. Fortunately, of late a good number of organizations have realized the strategic significance and unique advantage of competency-based management in attaining employee and organizational objectives. Recent studies however, establish that quite a few organizations are hesitant to adopt the competency-based management system due to complexity and intricacy of building the most relevant, pragmatic and business aligned competency models. Other apprehensions are:

- (i) evolving competency model is cost intensive and returns are not proportionate,
- (ii) life cycle of a competency model is either short or loses its relevance quickly,
- (iii) it generates more problems than it resolves and
- (iv) is required only in manufacturing organizations in the -competitive sector.

These apprehensions are more of suspicion in nature rather than doubts drawn from experiences or logical analysis of data. Benchmarking practices in the area of competency profiling and management highlights stupendous gains and positive results that organizations can receive. Study of competency management history, approaches, practices, and evaluation clearly points out that organizational inertia coupled with inadequate aptitude of managers is the dominant reason for their suspicious perception rather than realistic understanding and experience with competency-based management. An attempt is made to clarify all these issues apart from enabling managers to practice competency-

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based performance management in forthcoming contents. Strategy of competency management consists of two interventions: first intervention titled nurturing competency-based performance management and the second intervention, i.e. capitalizing on competency management in institutionalization of performance management.

COMPETENCY MANAGEMENT

Competency management, even though yet to acquire a universally accepted definition, may be defined as a comprehensive human resource strategy that identifies and builds the most relevant competencies to facilitate peak employee and organizational performance. Competency management in the context of performance management encompasses six steps as indicated below:

1. Process of identifying critical, routine and supplementary knowledge, skills and characteristics required for performing a role effectively.
2. Process of identifying fundamental, medium and advanced level knowledge, skills and characteristics required by an employee to manage variety of functions/departments in an organization.
3. Process of identifying fundamental, medium and advanced knowledge, ,skills and characteristics required to lead an organization.
4. Grouping, classifying and defining steps 1, 2 and 3 into organization, function and role specific competency models.
5. Using articulated and customized competency model to nurture competency-based performance management.
6. Using competency-based performance management in institutionalization of performance management strategies like reward, career, leadership, measurement, culture, and team based.

A well-established and proven methodology can be used in execution of the above steps.

SIGNIFICANCE OF COMPETENCY

Competency-based performance management helps organizations in accomplishment of their vision, mission and objectives. This achievement is possible because competency management enhances worth of human capital by evolving distinct and inimitable human competencies. Enriched human capital optimizes other organizational resources and leverages the existing strengths for organizational growth. Though competency management is potent enough to create indelible, positive and contributory impact on all organizational activities, a few of the essential advantages are indicated below. A renowned journal in the area of competency management, Competency identified the following 10 most significant reasons and purposes for adopting competency approach to their performance management:

1. Performance
2. Culture change
3. Training and development
4. Recruitment and selection
5. Business objectives/Competitiveness
6. Career/Succession planning
7. Skills analysis
8. Flexibility
9. Clarity of role
10. Integrating human resource strategy

This clearly brings forth the linkage of competency to performance of employees as competency indicates 'what the employee can do or has the ability to do' and performance indicates 'what the employee does'. Performance is the stage where assignment of work and responsibilities in commensuration with the ability to deliver is made. Appropriate design of role and responsibility sets

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is the key to successful performance management system in the organizational context as individual performance influences organizational performance. This refers to competency mapping, which is an important resource in competitive business environment, and is an adjunct to knowledge management and other organizational initiatives. Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for a host of HR applications, most notably performance management besides recruitment and selection, training and development, career development, human resource planning, mentoring, etc.

Steps followed in this method are

- Identifying the position to be mapped,
- Identifying outstanding performers, and below average, or average performers,
- Interviewing them by using questionnaires,
- Generating the list of competencies needed (from outstanding performers) and not needed (from below average or average performers),

BRIEF HISTORY OF COMPETENCY MANAGEMENT

History of competency management may be as old as human resource management because competency administration has already existed in one form or the other. However, it has gained a scientific shape and acquired systematically validated tools and techniques in recent past. Evolution of competency management and newly found magnificent advantages and benefits to organizations and people, made it to grow popular amongst other management strategies.

Credit for latest surge in the interest and practice of competency management goes to **David McClelland**. He brought competency management into limelight through application of competency mapping in a study conducted on US Information Agency in 1973. McClelland found that the following five competencies are critical for people to become successful manager.

- Specialized knowledge
- Intellectual maturity
- Entrepreneurial maturity
- Interpersonal maturity
- On-the-job maturity

Richard Boyatzis is a researcher who made a significant progress in the development of competency management as a science. Based on a number of studies, Boyatzis identified 21 competencies that distinguish effective managers from average performers. These are called Boyatzis' 21 competencies organized into six competency clusters.

Hendry and E. Maggio are credited for giving strategic orientation to competency management. They proposed a competency management framework linking to organizational through the following elements

- Description of skill, attitudes, traits and behaviours that can be attached to pay, performance measurement, hiring criteria, training, organizational staffing, career development and succession planning.
- Clarification, communication, assessment and development of characteristics that focus individuals on core organizational goals.
- Identification of characteristics and behaviours that differentiate top performers from others in relation to their contribution to strategic objectives.

FUNCTIONS COMPETENCY MANAGEMENT

Competency management is a comprehensive performance management strategy that identifies and builds the most relevant competencies to facilitate peak employee and organizational performance. Competency management is a formidable instrument that supports performance management revolution in innumerable forms. Competency-based performance management maximizes performance of organization through optimization of all resources like infra-structure, capital,

technology, products, and markets. However, quite a few organizations are yet to realize the significant contribution that competency-based management can make by transforming them as competent entities.

Realization of Organizational Goal

Competency-based performance management facilitates contribution for achievement of organizational goals. This is done by aligning the role of every employee and functioning of every department with organizational goals in terms of competencies. For example, designations and formal positions form the basis for objectives realization in a hierarchical organization whereas competencies form the structure in competency-based performance management strategy. Execution of competency strategy not only ensures availability of requisite human capabilities to perform various activities related to the said goal achievement in not just short and medium terms but also in long term. Employees individually and collectively will be able to see direct and clear linkage between competencies they hold and requirement of such competencies to attain organizational objectives. In a tautological sense, competencies are the means in realization of objectives. On the other hand, competency-based performance management augments the process of setting organizational objectives in a realistic manner. The stock of competencies themselves can influence an organization to adopt the kind of objectives that are in agreement with the available quality and quantity of competency resource.

Realization of Human Resource Potential

The structure of competency-based performance management is built on well-articulated model of achievement motivation. Competency profiling provides a direction for employee growth in a meaningful way. Firstly, it identifies the inner potential of an individual in terms of technical dexterity and attitudinal. Secondly, it matches the competency profile of this individual with a suitable role/position within the organization. Thirdly, it contributes in planning and development of professional growth of that individual. In process, competency management enhances performance of employee and inspires to realize potential in the most efficient and fulfilling manner.

Realization of Objectivity and Accuracy

Essence of management, particularly people management lies in ensuring equity in decision-making. Unfortunately, subjectivity rules the decision-making pattern in most of the times, in most of the cases and in majority of organizations. This subjectivity occurs in management of recruitment and selection, training and development, performance appraisals. Career planning and reward distribution. Employees perceive subjectivity as arbitrariness that in turn destroys the social fabric of an organization and causes loss of morale. This subjectivity occurs not necessarily because a manager intends to be biased or favours subjectivism. Often, absence of objective and accurate measures/indices leads managers to choose the intuitive way. Competency management bridges this gap in a scientific manner. Firstly, competency management contributes for developing and freezing the most pertinent knowledge, skills and characteristics to perform a job in the most efficient manner. This competency index helps in accurate and objective-decision making in all spheres of people management. Secondly, competency-based performance management strategy streamlines all activities in such a manner that it leaves proportionate and judicious discretion to managers to influence things based on personal perception. Thirdly, system, data and analysis replace personalized decision-making.

Realization of Consistency and Completeness

Logical consequence of objectivity and accuracy is consistency in decision-making. Consistency happens because competency-based performance management drives data and fact-based decision-making and expels subjective perceptions. Understanding of performance criterion and evaluation is uniform across organization, no matter how wide operations/activities of that organization are spread. Secondly, competency-based performance management develops parameters on extensive study of all directly and indirectly related aspects of performance. Parameters that exist are comprehensive in nature. Strategy of competency-based performance management realizes consistency and completeness in management of performance.

Maximizes Productivity, Performance and Efficiency

Developmental and growth role that competency-based performance management performs automatically enhances productivity, performance and efficiency levels. This occurs on account of

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three broad factors. Firstly, competency management plots right people with right skills to right roles. Such a match makes work as natural to people and they derive utmost esteem and satisfaction while working. It implies that competency management ensures that what people intend to do in life and what they actually do in the organization are same. Secondly, competency management aids in development efforts with result orientation. Thirdly, tangible measures that competency management evolves assist in self-monitoring of performance.

Creates Benchmarking

Possessing benchmarking culture is one of the real value advantages to organizations. Ultimate objective of competency-based performance management strategy is to create benchmarks in all areas of performance. The objective, measurable and well-articulated competency model not only contribute for peak performances and optimization of efforts, but also sets new standards in working and problem-solving methods. Breaking existing norms, revising, freezing new norms and again breaking these norms for perfection happens on continuous basis. Continuous improvement is thus the hallmark of competency management in the context of performance management.

Provides Strategic Advantage

In an ever changing and competitive business environment, organizations' search for gaining competitive advantage grows. Many a times past experiences of organizations in gaining supremacy with the support of state-of-the-art technology, heavy capital investments, economies of scale, large-scale mergers and acquisitions, have not been very encouraging. Technology, capital and other corporate strategies are equally available to all organization. All these resources are imitable and substitutable. In these circumstances, it is conclusively proved that the only resource that can provide a distinct competitive advantage to organizations is knowledge, skills and characteristics of human resource. Competency-based performance management puts organizations in a vantage position and gives precious strategic edge over competitors and rivals.

Enables Change Adaptation

Success of an organization is also largely influenced by its ability to adapt to environmental changes and also its capability to influence the direction and type of changes. Competency-based performance management builds organizational flexibility and agility through creation of relevant competencies. In competency-based management, people and organization Acquire right competency profile. This enables them to lead organizations in the conditions of micro and macro level changes. The central issue is that competency management emphasizes attitudinal development in equal measures as that of technical/functional competencies. An organization with a wealth of competency stock can dominate the business scenario and precipitate changes in its own favors.

Sharpens Human Resource Management System

Competency management significantly contributes to systematic practice of human resource management in the areas of recruitment and selection, performance appraisal, training and development, career and succession planning. Each of these human resource management functions requires objective and measurable indices. For example, a recruitment manager must be clear with regard to what knowledge, skills and .attitudinal characteristics are required to perform a job most efficiently in order to recruit the best talent. Similarly, data related to skills should he imparted to, which person is of utmost importance to a training manager. Likewise, a career planning manager must possess accurate data regarding the potential profile of employees in order to decide their career movement in a systematic and purposeful fashion. Competency-based management provides all these data and assists all these managers with the competency models and indices. Strategy of competency-based performance management performs a central role in all human resource management functions in a direct and tangible manner.

Infuses Growth and Learning Optimism

The greatest advantage with competency-based performance management strategy is that due to its focus on identifying and building right blend of competencies on regular basis, it infuses tendency of growth and learning optimism. Employees can stay in a state of incorrigible optimism when they involve in learning, sharpening and adding competencies on a continuous basis. This optimism is precisely what many corporate organizations solicit in the environment of fluctuating business fortunes. Competency orientation also drives people and organizations to be growth focused, which is an excellent trait to make a steady progress.

COMPETENCY MAPPING

Today organizations recognize that they carry out their business through people and they are truly their most valuable resource. Over the last ten years or so, HR professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are the skills and abilities of an individual that result in better performance in the given area. Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in an organization. Success factors are combinations of knowledge, skills, and attributes that are described in terms of specific behaviours, and are demonstrated by superior performers in those jobs or work roles. Attributes include—personal characteristics, traits, motives, values, or ways of thinking that impact an individual's behaviour. Competency refers to the ability to perform effectively the function associated with management at work situation and brings out dimensions of behaviour lying behind competent performers, while competence refers to areas of work at which the employee is competent. Competency is underlying characteristics required to perform a given task, activity, or role. It has the following forms—knowledge, skills and attitude. As a cluster of related activities that is knowledge, skills attitudes that affect a major part of one's job (a role or responsibility) that correlates with performance on the job, can be measured against well-accepted designed standards, and that can be improved through training and development in the organizations.

This clearly brings forth the linkage of competency to performance of employees as competency indicates 'what the employee can do or has the ability to do' and performance indicates 'what the employee does'. Performance is the stage where assignment of work and responsibilities in commensuration with the ability to deliver is made. Appropriate design of role and responsibility sets is the key to successful performance management system in the organizational context as individual performance influences organizational performance. This refers to competency mapping, which is an important resource in competitive business environment, and is an adjunct to knowledge management and other organizational initiatives. Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for a host of HR applications, most notably performance management besides recruitment and selection, training and development, career development, human resource planning, mentoring, etc.

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Nurturing competency-based performance management is one of the biggest and challenging assignments a performance manager can ever dream of handling. This involves two 'critical aspects: (I) applying action-oriented-research-based analytical framework in building customized competency models and (ii) deploying contextually sensitive measures for effective execution of competency models. Both these critical activities, i.e. building competency models and executing them are continuous in nature like other performance management strategies discussed in this book rather than one time affair. This is because competency models and execution tactics are susceptible to change in tandem with changing internal and external realities of organizations. Intervention of nurturing competency-based performance management can be realized through initiation of 10 drivers as discussed above. Actual implementation and process can involve more elaborate and comprehensive efforts and hard work in consonance with size, nature, business dynamics and operational complexities, intricacies and competency people of an organization.

PROCESS

Formulation of Competency Objectives

It is of paramount importance that a competency development programme has clear objectives of (i) why competency development is required and (II) what is the expectation from such a competency development intervention. This statement of objectives can guide and direct the competency

development programme in a meaningful and effective mode. Exercise of building objectives can bring greater awareness and generate realistic expectations about competency-based performance management apart from preparing an organization for organizational, functional and role level change. Formulation stage especially assumes significance in organizations, as managers are attracted to competency management because this is the management strategy of the day or since some organizations that have implemented competency management are doing very well. A competency development programme must be attempted and seen as a critical business level issue and needs to originate from a hard core requirement rather than a ploy to generate good will or simply with an intention to join in the bandwagon of competency fashioned companies.

Competency development also must not be taken up with faith syndrome that doing it can provide some undefined fortunes to the company. A pragmatic understanding and clear expectation and purposes of competency development can produce (i) right allocation of resources, (ii) right combination of efforts and actions and (iii) right progress. In contrast, vague expectations and substandard understanding can cause (i) competency development efforts derailing, (ii) abandoning the programme midway (iii) not gaining any positive benefits and (iv) adding confusion in management of people and organization. In the past and at present, many organizations that experimented with competency mapping/ profiling/modeling/management have not experienced success. This is due to lack of clear objectives and consequential unsystematic plan in pushing through competency development programme. Therefore, the first driving force in the mammoth effort of building a competency-based performance management strategy is formulating a legible, realistic and implementable statement of competency development objectives. Preparing this statement involves considering all related aspects in management of an organization.

Study of Organizational Vision, Mission and Environment

Effectiveness of a competency development strategy is contingent upon the extent to which such a strategy helps an organization attain its vision, mission and business objectives. This mandates that objectives of a competency development must emanate from objectives of the company. This requires a competency manager to first study and understands vision, mission, objectives and business environment of an organization and draw lessons importance. Intent of such organizational objectives and operational plans also must be studied. In order to make real progress on this, a wide range of discussions with strategic and corporate planning managers must be held and every aspect of company objective must be understood in the same spirit and wavelength as that of these managers and creators of business objectives. The second step in this process is understanding business environment of an organization. This includes aspects such as related governmental legislation, competitors and markets. This study contributes in grasping the background of business strategies and objectives apart from helping in drafting the organizational level competency.

Study of Product Process/Product Knowledge

The second step in formulation of competency development objectives is to conduct a study of product process and product mix of an organization. Ultimately, a good competency development programme must strengthen efforts of product managers in creating a unique product range. In fact, competency development programme can wield a direct influence in improving product management. It is the human competency that creates products and enhances efficiency of product process. Concerns, plans, impending innovations, anticipated and intended developments in the area of product development and product process must be reckoned while setting up competency development objectives. A competency development statement that has no direct relevance with the said product/process will become irrelevant to an organization in general and product management in particular.

Study of Organizational Systems

While formulating objectives of competency development programme, existing organizational systems need to be studied. Strengthening of organizational system is one of the objectives and consequences of competency-based performance management. For example, unless the philosophy and practice of quality management system are clearly understood, it will be difficult to apply and extend competency development intervention targeting at building quality competency. All such management systems at macro level must be studied and understood to derive the relevant insights to incorporate them into objectives statement of competency development.

Study of Organizational Technology

Type of technology it employs determines the type of competency models that an organization requires. Competency is needed to be built in order to exploit the existing technology optimally and leveraging it for big gains. It is quite possible that no two organizations in the same industry may need and solicit the same competency models due to variance in technology. Competency models vary corresponding to the generation and sophistication of technology and the kind of techno-human interface that exists. Therefore, study of technology and its management is one of the compulsory steps in finalizing these competency development objectives.

Study of Competitors, Suppliers and Customers

In many occasions, valuable ideas and suggestions come forth from suppliers and customers in term of improving functioning of an organization. Similarly, study of competitors and co-organizations help in gathering necessary information with regard to what is needed in building a unique and excellent competency framework. All this information can form a formidable base for developing the most relevant, contemporary and effective competency development objectives. A statement of competency development objectives that is sensitive to the world of customers and suppliers tends to contribute to create a customer, competency development revolution. Study of competitors/co-organization efforts can motivate an organization to aim at a bigger set of competency models.

As discussed above, study of organizational objectives, product process, technology perceptions of suppliers and customers, organizational structure, strategy and systems provide the basic inputs to what kind of competency models an organization requires to build for survival and growth. Vision, mission and objectives and business plans set the backdrop in defining the purpose of competency models. Competency development objectives statement derived from these elements tend to be actionable and become a means to set the tone for marching towards competitive advantage.

APPRAISING CURRENT COMPETENCY PREFERENCES

All organizations perform and progress with the support and coordination of various functions like production, services, planning, marketing, materials, finance, human resource management so on and so forth to deliver the goods and services. These functions are manned and handled by people occupying different positions in the organizational structure. Study and analysis of the role of these functional disciplines and also contribution of each job position provide a vital data with regard to the existing scenario of competency framework. Organization prior to creating a tailor-made organization specific competency models, must gather all information regarding functional disciplines and job positions in a scientific manner, procedure and methodology should be adopted for undertaking this analysis varies from organization to organization due to their uniqueness.

Study of Functions/Disciplines

In order to chart existing functional set up and workflow in an organization, a study must be done with the aim to gather information on how each of the functional discipline contribute for organizational performance. Organizational set up and structure also must be, studied in the context of competency-based performance management. This study hopefully assists in understanding how an organization presently meets the competency requirements and also what kinds of competency models are sought.

Study of HR Planning Report

Some form of human resource planning, either systematic or unsystematic exist in all organizations. Some organizations call it manpower budgeting and others manpower planning This manpower planning reports can be a good source to gather information regarding quality and quantity of manpower standardized to perform particular operation and to deliver stipulated results in a given set of framework. This data also provides quality part of manpower planning, throwing light on the solicited competencies in an organization. Perusal of manpower planning studies can lead to understanding internal standardization.

Study of Delegation of Powers

Decision-making pattern is one of the good sources to figure out competency requirement at different levels of an organization. This especially provides a picture of managerial competencies distribution and intensity of knowledge and skills requirement.

Study of Recruitment and Selection System

Recruitment and selection decisions are arrived for different position based on competencies required to perform such roles in most efficient, effective and innovative manner. A detailed study of all selection procedures and parameters adapted for selection of people can provide vital information regarding the relevant competency set for each position or family of positions.

Study of Training System

Study and analysis of the training system in the context of competency-based performance management yields a mine of information. Basically a training system provides data on (i) what kind of competencies are planned for being groomed, (ii) how these competency requirements are assessed and (iii) how the gap between competency requirement and availability is planned to be bridged. This also presents information on the competency profile of most of the employees in a language of training and development needs. Study of training calendar/schedule itself gives the feel of competency position in an organization. These documents which include (i) training needs analysis at organizational and employee level, (ii) implementation of training programmers and (iii) evaluation methods of training, present wealth of information that immensely helps in assessing competency grooming endeavours.

Study of Performance Appraisal System

Functions, responsibilities and roles that people perform in an organization can be accessed through the study of performance appraisal system.

Dimensions/parameters/indicators adopted for assessing performance of employees present a picture of what is expected from employees. This also presents the scenario of competency in the shape of competencies that are expected from employees to perform their roles. The (i) key result areas (ii) rating people as star performers and (iii) substandard performers reveal the organizational preference for certain k 1 of knowledge, skills and attitudinal characteristics.

Study of Career and Succession Planning System

Vertical growth plan of jobs and succession planning approaches of an organization also comprise relevant information that can be of significant utility in understanding the competency-related issues. The kind and level of competencies that are made mandatory for moving people to higher positions, and the kind of developmental activities people are exposed to as a part of succession planning, can point to the preferred competency model. Method an organization chooses to move its people on the upward ladder. i.e. merit or seniority, fast track careers or generic positions, specialist cantered careers, etc. also gives a clue to the basic philosophy and orientation of an organization towards competencies.

Study of Job Evaluation

Few organizations implement job evaluation in order to assess the comparative (ii) of the job position for different purposes such as to (i) determine compensation. (u) place the position at the appropriate level in the organizational hierarchy and (iii) delegate powers and formal authority. Reports generated using the job evaluation technique can be of potential utility to the competency development endeavour in terms of gauging the competency requirement with different positions.

Study of Benchmark Practices

It can also be useful in gaining a wider perspective if benchmarking practices in the area of competency development are studied. Web-based sites like www.bestpracticedatabase.com and annual survey of best practices like Hewitt-BT best HR practices survey results can provide the data regarding best practices in competency development. The study of such reports and their analysis helps in enhancing knowledge base and also comprehending the current preferences of competency models.

Study of Culture Preference

It is also important to understand the cultural preferences of employees as far as competency-based management are concerned. For example, collective cultures prefer seniority, experience and evolutionary growth whereas individualized culture favours fast track and performance-oriented careers. Though competency development can be successfully launched in both these settings with equal efficiency and results, understanding cultural issues have its own advantage in strategizing the competency development program.

FREEZING COMPETENCY MODELS

In nurturing of competency-based performance management intervention is standardizing competency models as benchmarks. This is a sequential step on refining competency models. It essentially means that competency models that organization adopted should be followed in all spheres of functioning. These benchmark competency models also must be subjected to revision and review based on the experience and results that these models produce from time to time. However, a clearly laid down procedure must be Tamped for such reviews and revisions. Employees can be invited to make suggestions for further improvement of competency models on regular basis. These suggestions can be scrutinized periodically by a committee of experts and valuable suggestions need to be shortlisted. Once in six months or so a high level committee of experts can peruse these shortlisted suggestions and decision for applying them must be determined. This exercise is desirable because of two reasons. Firstly, the freezed models must form the basic foundations of competency management and no deviation or aberration must be tolerated. Any tolerance to such deviations and dilution of commitment in implementation of competency models can cause large-scale loss to the organization and users of competency models. There must be a firm administration. Such strict form of competency management should not discourage and constrain continuous improvement of competency models. Inherent philosophy of competency is that there will be always scope for improvement and nobody can believe what they have done is ultimate or peak of the activity. Therefore, there must be suitable windows for carrying out improvement. Above-discussed procedure acts as this window. Raider on the driver of freezing competency models is that (i) in reality competency modelling is a dynamic activity and not static, which requires (ii) continuous appraisals and revitalization must not be forgotten.

CONCLUSION:

Competency management is a comprehensive performance management strategy that identifies and builds the most relevant competencies to facilitate peak employee and organizational performance. Competency management is a formidable instrument that supports performance management revolution in innumerable forms. Competency-based performance management maximizes performance of organization through optimization of all resources like infra-structure, capital, technology, products, markets. However, quite a few organizations are yet to realize the significant contribution that competency-based management can make by transforming them as competent entities. Hesitation of organizations to embrace competency approach is due to few apprehensions that include (i) practice of competency management as cost intensive activity, (ii) life cycle of organizations being short, (iii) developing and executing competency models as a complex intellectual activity than a managerial function and (iv) competency models are required only in few industrial sectors like manufacturing or knowledge driven organizations. Experience of organizations implementing competency-based management proves that these apprehensions are misconceptions. Studies establish that competency management provides big gains to organizations and people.

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