COMPETENCY MAPPING IN ELECTRONIC MEDIA - AN OVERVIEW

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ABSTRACT

Human Resource Management gurus have evinced of interest in organizational and human resource development professionals to develop core competencies especially for risk and disaster management. Organizations of the future have to rely more on their competent employees than whatever other resource.

It is a major factor that determines the success of an organization. Capabilities are the internal apparatuses for rousing representatives, coordinating frameworks and forms and controlling the business towards basic objectives that permit the organizations to increase their value. Skills give a typical dialect and technique that can coordinate all the significant HR functions and services.

Competencies incorporate the gathering of achievement elements essential for accomplishing imperative results in a particular employment or work part in a specific association. Achievement elements are combinations of knowledge, skills, and attributes. This article concentrated on Media generally and electronic media specifically. The information is collected from the various management people in the specified field to know the effect of competency in achievement of the organizational goals.

INTRODUCTION COMPETENCY MAPPING

Over a decade human resource and organizational development professionals has evinced a lot of interest in the notion of competencies as a key element and measure of human performance. Capabilities are turning into a much of the time utilized and expounded on vehicle for hierarchical applications for characterizing the components for accomplishment in occupations (i.e., work) also, work parts inside of the association, surveying the present execution and future advancement needs of persons holding occupations and roles, mapping progression potential outcomes for representatives inside of the association, selecting candidates for open positions, utilizing competency-based interview methods. Competency mapping is a procedure through which one evaluates and decides one's qualities as an individual specialist and at times, as a component of an association.

It for the most part looks at two territories: enthusiastic knowledge or passionate remainder, and qualities of the person in regions such as group structure, initiative, and choice making. Substantial associations much of the time utilize some type of competency mapping to see how to most viably utilize the skills of qualities of employees

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They for the most part inspects two zones: passionate knowledge or enthusiastic remainder (EQ), and qualities of the person in ranges such as group structure, administration, and choice making. Expansive associations as often as possible utilize some type of competency mapping to see how to most successfully utilize the capabilities of strengths of employees

DATA COLLECTION PRIMARY DATA: data is collected through various sources like personal interview with the top level managers and officers who are working in the electronic media. SECONDARY DATA Secondary data is collected through various journal, published and unpublished data and articles books, websites. KEY WORDS: Competency mapping, competency gaps, human resources functions and services, functional competency.

INTRODUCTION OVERVIEW OF THE TV MEDIA AND IMPORTANCE OF COMPETENCY MAPPING HISTORY OF INDIAN TELEVISION Terrestrial TV in India began with the test broadcast beginning in Delhi on 15 September 1959 (authority dispatch date) with a little transmitter and a temporary studio. The consistent day by day transmission began in 1965 as a part of All India Radio. The TV administration was stretched out to Bombay and Amritsar in 1972.

Up until 1975, just seven Indian urban areas had a TV administration. TV administrations were isolated from radio in 1976. National broadcasts were presented in 1982. Around the same time, color TV was introduced in Indian market. Indian little screen programming began off in the mid 1980s. Around then there was one and only national channel Doordarshan, which was government owned.

The Ramayana and Mahabharata (both Indian spiritual & mythological stories) were the first major television series produced. This serial scored up the world record in viewership numbers for a solitary project. By the late 1980s more individuals began to own TV sets. In spite of the fact that there was a solitary station, TV programming had achieved saturation.

Consequently the government opened up another channel which had part national programming and part local. This channel was known as DD 2 later DD Metro. Both channels were telecast terrestrially. PAS-1 and PAS-4 are satellites whose transponders help in the broadcasting of DD project down the middle the districts of the world.

.A universal station called DD International was begun in 1995 and it broadcasts programs for 19 hours a day to remote nations through PAS-4 to Europe, Asia and Africa, and by means of PAS-1 to North America. Television Programs: The eighties was the period of Doordarshan with shows such as Hum Log (1984),Wagle Ki Duniya

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(1988), Buniyaad (1986-87) and comic drama indicates like Yeh Jo Hai Zindagi (1984), Mythological dramatizations like Ramayan (1987-88) and Mahabharat (1989-90) stuck millions to Doordarshan and later on Bharat Ek Khoj, The Sword of Tipu Sultan and Chandrakanta. Hindi film tunes based projects like Chitrahaar, Rangoli, Superhit Muqabla wrongdoing thrillers like Karamchand, Byomkesh Bakshi.

Indicates focused at kids incorporate Dada Dadi ki Kahaniyan, Vikram Betal, Malgudi Days, Tenali Rama. It is additionally noticed that Prabir Roy, had the refinement of presenting shading TV scope in India in February - March (1982) amid the first Nehru Cup which was held at Eden Gardens, Kolkata with 5 on-line camera operation, much sooner than Doordarshan began the same amid Delhi Asian Games in November 1982.

The The central government propelled a progression of financial and social changes in 1991 under Prime Minister Narasimha Rao. Under the new strategies the government permitted private and foreign supporters to take part in restricted operations in India. This procedure has been sought after reliably by all ensuing government organizations.

Foreign stations such as CNN, STAR TV and private domestic stations, for example, Zee TV, ETV and Sun TV began satellite shows. Beginning with 41 sets in 1992 and one channel, by 1995, TV in India secured more than 70 million homes giving a survey populace of more than 400 million people through more than 100 channels

There are not less than five essential sorts of TV in India: telecast or "over-the-air" TV, decoded satellite or "allowed to-air", Direct-to-Home (DTH), digital TV, and IPTV. Over-the-air and allowed to-air TV is free with no regularly scheduled instalments while Cable, DTH, and IPTV require a regularly scheduled instalment that fluctuates relying upon what number of stations an endorser pays for. Directs are generally sold in gatherings or individually.

All television service providers are required by law to provide a la carte selection of channels. Broadcast television In India, the broadcast of free-to-air television is governed through state-owned Prasar Bharati Corporation, with the Doordarshan group of channels being the only broadcaster. As such, cable television is the primary source of TV programming in India.

Cable television ass per the TAM Annual Universe Update - 2014, India now has more than 277 million people (out of 312 million) with TV sets, of which more than 145 million have admittance to Cable TV or Satellite TV, including 78 million family units which are DTH supporters. Computerized TV family units have developed by 32% since 2013 because of movement from physical and simple shows. Television owning families have been developing at between 8-10%.

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Advanced TV infiltration is at 64% as of September 2014. The development in advanced show has been because of the presentation of a multi-stage digitization arrangement by the Government of India. A mandate was presented by the Govt. of India with respect to the required digitization of the Cable Services

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By amendment made in the section 9 of the Cable Television Networks (Regulation) Amendment Ordinance, 1995, the I&B service is currently making Digital Addressable System required. According to the approach, viewers would have the capacity to get to computerized benefits just through a set top box (STB). It is likewise assessed that India now has more than 823 TV channels covering all the fundamental dialects spoken in the country. In 1991, the Indian government drove by P. V. Narasimha Rao began a progression of economic reforms including the liberalization of the television others. Star TV Network brought five noteworthy TV slots into the Indian business, opening it up to digital TV. This prompted a blast in the Indian satellite TV industry and saw the entry of numerous foreign players such as Rupert Murdoch's Star TV Network, MTV and television space that had so far been consumed by the Indian government-possessed Doordarshan: MTV, STAR Plus, Star Movies, BBC, Prime Sports and STAR Chinese Channel.

soon after, India saw the launch of Zee TV, the principal exclusive Indian station to show over link took after by Asia Television Network (ATN). A couple of years after the fact CNN, Discovery Channel and National Geographic Channel made their foray into India. Later, Star TV Network extended its banquet with the introduction of STAR World India, STAR Sports, ESPN, Channel V and STAR Gold. Contingent access framework CAS or restrictive access framework is a computerized method of transmitting TV channels through a set-top box (STB). The transmission signs are encrypted and viewers need to purchase a set-top box to get and decrypt the signal. The STB is required to observe just pay channels. The thought of CAS was mooted in 2001, because of a furore over charge climbs by stations and subsequently by cable operators Poor reception of specific stations; discretionary evaluating and increment in costs; packaging of stations; poor service delivery by Cable Television Operators (CTOs); restraining infrastructures in every range; absence of administrative system and review roads were a portion of the issues that were to be tended to by usage of CAS It was chosen by the legislature that CAS would be initially presented in the four metros.

Poor it has been set up in Chennai since September 2003, where until as of late it had managed to attract very few customers. It has been taken off as of late in the other three metros of Delhi, Mumbai and Kolkata. As of April 2008 just 25 for every penny of the general population have subscribed the new innovation. The rest observe just allowed to-air channels. As said over, the repressing component from the viewer's viewpoint is the expense of the STB. Analog switchover The Ministry of Information and Broadcasting issued a notification on 11 November 2011,

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setting 31 March 2015 as the deadline for complete shift from analogue to digital systems. In December 2011, Parliament passed The Cable Television Networks (Regulation) Amendment Act to digitize the cable television sector by 2014.

Chennai, Delhi, Kolkata, and Mumbai had to switch by 31 October 2012. The second phase of 38 cities, including Bangalore, Chandigarh, Nagpur, Patna, and Pune, was to switch by 31 March 2013. The remaining urban areas were to digitise by 30 November 2014 and the rest of the country by 31 March 2015.

Satellite television As of 2012, over 823 TV satellite television channels are broadcast in India. This includes channels from the state-owned Doordarshan, News Corporation owned STAR TV, Sony owned Sony Entertainment Television, Zee TV, Sun Network and Asianet. Direct To Home service is provided by Airtel Digital Tv, BIG TV owned by Reliance, DD Direct Plus, DishTV, Sun Direct DTH, Tata Sky and Videocon D2H.

DishTV was the first one to come up in Indian Market, others came only years later. No of TV Channels in India There are as of now 1148 Permitted Private satellite TV channels in India. on 2 December 2013, notwithstanding that more than 100 Government channels arrive. Hindi-dialect TV slots have the most elevated piece of the overall industry. In addition numerous regional channels are available in throughout India, often distributed according to languages. The Indian Media and Entertainment (M&E) industry is a sunrise sector for the economy and is making high growth strides. Proving its resilience to the world, the Indian M&E sector is on the cusp of a strong phase of growth, backed by rising consumer payments and advertising revenues across all sectors.

Internet has practically turned into a standard media for amusement for a large portion of the general population. recent measurements and improvements relating to the segment are examined from this point forward. COMPETENCY MAPPING In this universe of cut throat competition; organizations are putting enormous efforts to hire skillful workers and to create applicable capabilities in their current employees. These are one of the few ways in which companies can gain competitive edge over each other.

In this abating economy where such a variety of organizations are battling for constrained assets and ability, it is essential for associations to perpetually reassess their capabilities, overhaul it and have the fearlessness to roll out the fundamental improvements. It is just as basic for a firm to characterize an arrangement of core skills which compares with its key business sector differentiators.

This is the place competency mapping assumes a key part. Competency is a procedure of distinguishing proof of the capabilities required to perform effectively a given job or part or an arrangement of undertakings at a given purpose

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of time. It comprises of breaking a given part or job into its constituent assignments or exercises and distinguishing the capabilities (specialized, administrative, behavioral, theoretical knowledge and attitude and skills, etc) needed to perform the same successfully.

is Competency Map A competency guide is a list of an individual's abilities that speak to the elements most basic to accomplishment in given employments, offices, associations, or commercial ventures that are a part of the individual's present profession arrangement. Competency Mapping Competency mapping is a procedure an individual uses to distinguish and depict capabilities that are the most basic to accomplishment in a work circumstance or work part It is the procedure of recognizable proof of the capabilities and the level of capability required in it to perform a given employment or part proficiently Competency profiling It is the procedure of recognizing the learning, aptitudes, capacities, dispositions, and judgment required for viable execution in a specific occupation or profession.

Competency profiling is business/company specific every job requires some set of attributes whether it is technical, managerial or behavioural to accomplishment the same successfully; these attributes or skills are known as competencies. Businesses carried out for profit or not, are facing change like never before. The many main thrusts to this change incorporate a quickly extending marketplace (globalization), Increasing rivalry, Diversity among consumers, and Availability to new types of innovation. Associations should be dynamic and growth-oriented to sustain in the competitive environment.

This is possible only through the competence of the human resources. They driare under colossal pressure to enhance their execution through diminish of expense and in quality up-gradation with expanding worldwide competition. Associations independent of their sort and size must utilize skilled and motivated specialists. It has been now well recognized that human resource is the most important asset of any organization. An organization is only as good as its people. A skilled and committed workforce is required to compete in today's fast, global marketplace. Only those organizations that are able to engage such manpower will win the race. Learning is at the core of all HRD efforts.

HRD programs must respond to employment changes and incorporate the long haul arrangements and methodologies of the association to guarantee the proficient and compelling utilization of resources. The new production technology, automation and application of electronic control systems have changed the ratio of skilled and unskilled jobs. New systems require new skills and certain minimum educational qualifications. They need continuous up gradation of skills.

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Thus, development of people, decentralizations of decision making, flatter and different management practices than those followed in the past have become necessary for survival of business. HRD initiatives meet the need of these business imperatives. HRD is neither a concept nor a tool, but is an approach using different personnel systems, depending upon the needs and priorities of the organization.

The essential presumption is the faith in human potential and its improvement by giving a suitable and amiable environment. The essential guideline of HRD rationality is the confidence in - • Human potential and its improvement; • Optimum usage of HR; and • An agreeable harmony between business technique and The Competencies might determine excellence in this role could include • Inter personal Skills, • Problem Solving Skills • Determination and Drive • Judgment; • Commercial Awareness etc.,

Competencies provide organizations an approach to characterize in behavioral terms what it is that individuals need to do to create the outcomes that the association wants, in a way that is in keep with its way of life. By having skills characterized in the organization, it permits workers to comprehend what they should be beneficial. At the point when legitimately characterized, abilities, permits associations to assess the degree to which practices representatives are showing and where they might be deficient.

For competencies where employees are lacking, they can learn. This will allow organizations to know potentially

what resources they may need to help the employee develop and learn those competencies. Competencies can distinguish and differentiate your organization from your competitors.
While two organizations might be indistinguishable in money related results, the route in which the outcomes were accomplished could be distinctive, taking into account the skills that fit their specific methodology and authoritative society. Ultimately, capabilities can give an organized model that can be utilized to coordinate administration rehearses all through the organization.

Competencies that align their selecting, execution management,and training and reward practices to fortify key practices that the organization values. The four general ranges of competency are: 1. Meaning Competency: The individual assessed must have the capacity to relate to the reason for the organization or group and act from the favored future as per the estimations of the organization or community. 2. Relation Competency: The capacity to make and sustain associations with the stakeholders of the primary tasks must be known. 3. Learning Competency: The individual evaluated must have the capacity to make and search for circumstances that make it conceivable to

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explore different avenues regarding the arrangement of arrangements that make it conceivable to complete the primary tasks and reflect on the experience. 4. Change Competency: The individual assessed must have the capacity to act in new ways when it will advance the reason for the organization or group and make the favored future wake up. Steps included all the while: First: an job analysis is completed by requesting that employees fill in a questionnaire that requests that they portray what they are doing, and what, attitudes and capacities they need to perform it well.

There would be a bit that demands them to list down attributes expected to make it up to the following level, in this way making it behavioral and also expertise based. Second: Having found the similarities in questionnaires, a competency-based set of working responsibilities is created and introduced to the personnel department for their understanding and increases if any.

Third: Having agreed to the job necessities and the aptitudes and states of mind expected to advance within it and turn out to be more productive; one begins mapping the capacity of the workers to the benchmarks. There are a few list focuses inside of the obligation level. A practically (however not exactly) subjective level of fulfillment is noted against every benchmark showing the ranges where evaluates is regarding self-improvement and achievement.

Types of Competencies Organizational competencies: The mission, vision, values, culture and center abilities of the organization that sets the tone and/or setting in which the work of the organization is completed (e.g. client driven, hazard taking and forefront). How we treat the patient is a piece of the patient's treatment. Center abilities: Capabilities and/or specialized aptitude one of a kind to an association, i.e. center skills separate an association from its opposition (e.g. the technologies, methodologies, strategies or processes of the organization that create competitive advantage in the marketplace). An organizational core competency is an organization's strategic strength. Technical competencies: Depending on the position, both technical and performance capabilities should be weighed carefully as employment decisions are made.

For instance, organizations that tend to employ or advance exclusively on the premise of specialized skills, i.e. to the avoidance of different skills, might encounter an expansion in execution related issues (e.g. frameworks programming outlines versus relationship administration abilities) Behavioral skills: Individual execution capabilities are more particular than hierarchical capabilities and capacities.

In that capacity, it is critical that they characterized in a quantifiable behavioral connection so as to approve appropriateness and the level of aptitude (e.g. advancement of ability) Functional skills: Functional capabilities are

occupation particular capabilities that drive demonstrated superior, quality results for a given position. They are frequently specialized or operational in nature (e.g., "backing up a database" is a functional competency).

Management skills: Management abilities distinguish the particular attributes and capabilities that illustrate an individual's management potential. Unlike leadership characteristics, management characteristics can be learned and developed with the proper training and resources. Competencies in this category should demonstrate pertinent behaviors for effective management to be effective.

Initiative and Creativity Plans work and do undertakings without point by point guidelines; makes useful suggestions; gets ready for issues or opportunities ahead of time; embraces extra obligations; reacts to circumstances as they emerge with insignificant supervision; makes novel answers for issues; assesses new innovation as potential answers for existing issues.

Judgment makes steady choices; constructs choices in light of truth as opposed to feeling; breaks down issues skillfully; utilizes rationale to achieve arrangements. Participation/Teamwork Works amicably with others to complete an occupation; reacts emphatically to directions and techniques; ready to function admirably with staff, collaborators, companions and directors; offers basic data with everybody included in a task; works viably on activities that cross useful lines; sets a tone of participation inside of the work bunch and crosswise over gatherings; organizes own work with others; looks for conclusions; values working connections; when fitting encourages discourse before choice making procedure is complete. Nature of Work Maintains elevated requirements notwithstanding squeezing due dates; works right the first run through; rectifies own errors; frequently creates precise, careful, proficient work. Dependability Personally mindful; finishes work in an auspicious, steady way; works hours important to finish allotted work; is routinely present and timely; arrives arranged for work; is focused on doing the most ideal occupation; keeps commitments.

Commitment to Safety Understands supports and does the standards of coordinated security administration; agrees to or supervises the consistence with Laboratory well being arrangements and methods; finishes all required ES&H preparing; assumes individual liability for security. Backing of Diversity Treats all individuals with deference; values different points of view; takes part in assorted qualities preparing opportunities; gives a strong workplace to the multicultural workforce; applies the Lab's logic of equivalent job opportunity; demonstrates affectability to individual contrasts; treats others decently without respect to race, sex, shading, religion, or sexual introduction; perceives contrasts as chances to learn and pick up by cooperating; values and supports special aptitudes and abilities; looks for and considers various viewpoints and ideas.Job Knowledge/Technical Knowledge Demonstrates knowledge of techniques, abilities, hardware, methodology and materials. Applies learning to recognize issues and

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inner issues; attempts to create extra specialized information and aptitudes. Amount of Work Produces a proper amount of work; does not get impeded in superfluous point of interest; ready to deal with various undertakings; ready to decide venture earnestness in a significant and reasonable way; sorts out and plans individuals and tasks.

Communication Composes and talks adequately, utilizing traditions legitimate to the circumstance; expresses own feelings unmistakably and briefly; exhibits openness and genuineness; listens well amid gatherings and criticism sessions; clarifies thinking behind own sentiments; approaches others for their suppositions and input; makes inquiries to guarantee understanding; practices an expert methodology with others utilizing every proper apparatus of correspondence; uses thought and propriety when offering opinions..

Customer Service Listens and reacts successfully to client questions; determines client issues to the consumer loyalty's; regards all interior and outside clients; utilizes a group methodology when managing clients; catches up to assess consumer loyalty; measures consumer loyalty adequately; focuses on surpassing client desires.

Critical thinking Anticipates issues; perceives how an issue and its answer will influence different units; assembles data before deciding; measures options against goals and lands at sensible choices; adjusts well to evolving needs, due dates and bearings; attempts to wipe out all procedures which don't include quality; is willing to make a move, even under weight, feedback or tight due dates; goes out on a limb; perceives and precisely assesses the indications of an issue; dissects current systems for conceivable upgrades; informs boss of issues in a timely manner.

Attention to Detail Is alert in a high-risk environment; follows detailed procedures and ensures accuracy in documentation and data; carefully monitors gauges, instruments or procedures; focuses on routine work points of interest; arranges and keeps up an arrangement of records. Adaptability Remains liberal and changes assessments on the premise of new data; performs a wide assortment of errands and changes concentrate rapidly as requests change; oversees moves from assignment to undertaking viably; adjusts to differing client needs.

Organization Able to deal with numerous assignments; capable of establish project emergency inside a practical way; uses goals to guide actions; creates detailed action plans; organizes and agendas people and tasks properly. Personnel progress Performs to improve the efficiency associated with oneself among others through seeking opportunities with regard to steady learning constructively allows and motor coach buses people in their specialist progress; indicates the "can-do" technique and creates associates to help surpass; grows the group nature.

Quality Control Establishes excessive requirements in addition to measures; will be able to preserve excessive

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requirements in spite of demanding deadlines; works right the first time in addition to inspects benefit flaws; exams new techniques extensively; considers excellence a fundamental goal. Responsiveness for you to asks for with regard to service Takes action for you to asks for with regard to service inside a regular in addition to complete fashion; can precisely what is essential to ensure customer happiness; prioritizes client requires; uses around assess client.

Innovation Capable of concern conventional techniques; adapts recognized means of brand new employs; pursues constant technique enhancement; produces novel answers to difficulties; evaluates brand new technological know-how seeing that prospective answers to existing difficulties. Aspects of Execution The experience mapping might be given to your locations portrayed. Some of these areas are explained below: Recruitment and selection Competencies can be used to construct a template for use in recruitment and selection.

Information on the level of a competency need for effective performance will be used to determine the competence levels that new hires should possess. This leads to getting of employee who is organizational in addition to role suit. This way we are able to lessen the cost of teaching with the brand new used personnel. Workers will be effective from day 1 and no man-hours will be lost in the training of new hires.

A firm that knows how to assess competencies can effectively hire the best at a reasonable price, for example hiring under priced but highly entrepreneurial management graduates from lesser-known business schools. Development and training Requirements It involves identifying the gap between competencies required for the position and those possessed by the employee.

Any such gap is usually bridged by providing coaching for the incumbent for those particular competencies only. Career and sequence planning It involves assessing employees' capability to take on new challenges. In order to see if an employee is suitable for occupying position at the top management; his current competency level ought to be matched against those that required at higher level position. Performance Management System It is important to correlate performance result with competencies.

Performance management system will be competency based and not just result based. Competency based performance management would focus on "HOW" of performance and not on "WHAT" of performance i.e. not on results but how the results are achieved Effective PMS should provide link to the development of an individual and not just to rewards.

Rewards and Recognition Experience associated positive aspects is a new concept after performance linked

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incentives. Competency linked benefits focus on the fact that employees should work hard towards developing their competencies as and when requirement arises for performing their job effectively.

It reward employees exactly who besides do the job challenging towards achieving the target but in addition exactly who set attempt in increasing the expertise (keeping in your mind the actual vibrant wants in the task with hand).Advantages of Competency mapping Competency mapping provides wholesome benefits to the company, supervisors and employees. Company The essential objective of the organization is to gain their long term objectives; competency mapping makes certain that just competent staff members work in the organization.

The word 'competent' here refers to those employees whose skills set match with that of the one required in performing the job effectively. Supervisors Competency mapping provides ease to the managers in terms of setting the targets for the juniors as well as in evaluating their performance. It facilitates clear communication on part of the managers.

HR managers are clear although recruiting so that you can the kind along with degree of abilities they will are looking for in an specific regarding undertaking a selected. job. Employees Employees are always under pressure to perform their best therefore it is imperative to define a set of core competencies which an individual should possess to do justice to his job at hand. Competency mapping helps employees in clearly understanding what is expected from their job at hand.

It specifies the level of competencies necessary to execute their task effectively. This helps employees in honing the skills in which they lack. It demystifies the particular effectiveness value determination procedure for them given that they recognize what are the competencies. (besides their performance) on which they will be appraised. Iceberg Model.

Spencer and Spencer (1993) proposed the "Iceberg Model" to divide underlying characteristics, which caused behaviors and performance in a job into five categories: 1. Motives were consistent thoughts or desires that caused a particular action. They impelled behaviors toward certain actions or goals and not toward others. Example: Achievement motivation. 2.

Traits referred to physical and mental characteristics related to the ways a person consistently responded in certain ways to situations and messages. Examples: "reaction time and emotional self-control" (p. 10). 3. Self-concept referred to an individual's attitudes, values, and self-image, including self-identity and self-confidence. 4.

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Knowledge referred to a body of information usually of a factual or procedural nature needed to understand a certain subject. Example: "A surgeon's knowledge of nerves and muscles in the human body" (p. 10). 5. Skills referred to the ability to accomplish a certain mental task such as analytical thinking and conceptual thinking or a physical task such as "a dentist fill[ing] a tooth without damaging the nerve" (p. 11).

WHY COMPETENCIES? As worldwide organization rivalry work day shifts from effectiveness to innovation and also from growth regarding degree to be able to formation regarding benefit, operations ought to be oriented towards ideal usage of hr. Within these conditions, the power regarding businesses to be able to effectively carry out proficiency primarily based hr operations (HRM) is becoming a lot more crucial for his or her your survival.

1 critical motive to recover files as well as assemble expertise products is usually actually effective decision-making resources. MAIN REASONS WHY ABILITIES ARE EXPECTED: -- The obvious way to comprehend effectiveness is to view what people do to hit your objectives as opposed to counting on assumptions related to characteristic as well as thinking ability. The obvious way to calculate as well as foresee effectiveness is to assess whether or not individuals include critical abilities.

Competencies can be learnt and developed. They should be made visible/accessible They should be linked to meaningful life outcomes that describe how people should perform in the real world For example, one application of competency models with potentially long-term benefits is employee selection.

Using competency-based interviewing techniques, hiring managers can determine if an individual has the knowledge and skills needed to be effective in the future. CLASSIFICATION OF COMPETENCIES Core Competencies: A core competency is defined as an internal capability that is critical to the success of business. These are organizational competencies that all individuals are expected to possess. These competencies define what the organization values the most in people.

The goal of the core competencies is for individuals to be able to perform in a diverse number of positions during the entire group. Primary Abilities are certainly not seen as staying set. Primary Abilities need to change with a reaction to modifications in the business's surroundings. They're variable along with advance overtime. As being a company advances along with adapts to brand new conditions along with options, and so their Primary Abilities must change along with chan.

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Professional Competencies or functional competencies These distinctive competencies are grouped for each job within the organization. The goal is to optimize performance by having the technical skills to perform a job. There are three categories: Behavioral Competencies Threshold competencies Differentiating competencies Behavioral Competencies: These refer to competencies that are required by people in terms of behavior. Threshold competencies: Characteristics required by a jobholder to perform a job effectively are called Threshold competencies.

Differentiating competencies: The particular features, that identify exceptional musicians and singers through regular musicians and singers, are available under this kind of class; this sort of features are certainly not found in regular musicians and singers ALL 5 KINDS OF PROFICIENCY ATTRIBUTES 1. Motives: What exactly somebody constantly considers or maybe needs that will result in motion. Factors "drive strong and also select" behaviour towards particular measures or maybe objectives and also far from others. 2. Traits: Physical features and also consistent reaction to scenario or maybe information Problem time period and also great sight are generally real characteristic expertise of combat pilots. 3. Self-concept: Someone's mind-set, beliefs, or maybe self-image. f4 knowledge Information a person has within specific content locations 5. Ability: The chance to execute a particular real or maybe psychological process.

BENEFITS OF COMPETENCY MODELS · Competency models have strategic value as performance improvement vehicles. Benefits include... · They make explicit the clusters of knowledge, skills, and personal attributes that lead to high performance in specific jobs and roles. This information can be transmitted to employees.

· They encompass the core values of your company, assisting inside the verbal exchanges of these values through the entire firm and helps to form a small business traditions and id around the world. • Competency models are behavior-based performance standards against which people and units can be measured. They provide a behavioral vision for the kinds of performance necessary to successfully implement worldwide business strategies CONCLUSION When companies set specific goals for their employees and then evaluate them on how they meet or exceed the goals, usually the results speak for themselves.

Employees either achieve goal or not, which is easier evaluate than the traditional review in which evaluators either overrate or underrate their employees. The companies which are pioneering mother performance management methods are involved in an ongoing endeavor in which the ultimate company's vision is that everyone is doing exactly what they need to do, when it needs to be done and sees the potential rewards and penalties of their actions.

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This approach can only be based on competencies. Personality tests might reveal competencies which employees haven't displayed in their work so far and training will further increase the competencies. But most managers seems to overlook the most important thing happiness, when employees have success in achieving their goals, they are happy and this has a major impact on the company's future performance.

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