

## **DEVELOPMENT OF COMPETENCY MAPPING AND ASSESSMENT FOR EMPLOYEE PERFORMANCE IN SPORTS MANAGEMENT**

Dr.LamlunBuhri  
Associate Professor  
Sports Authority of India  
LNCPE, Trivandrum

### **ABSTRACT**

The purpose of the study was the development of competency mapping and assessment for employee performance in sports management. For achieving the objective of the study understanding the managerial competencies which include self-knowledge, social skills and command will form the basic facts. Technical competencies which include mental agility, emotional resilience and command will form another side of the basic facts.

While developing Competency Models, the Project Team involved– (a)Competency-based Recruitment (b) Competency-based Training (c) Competency-based Development (d) Competency-based Pay (e) Competency-based Performance Appraisal. The data collection method in Competency Mapping are through – (a) ExpertPanels and (b) Critical Event Interviews.

From the context of a sound Performance Appraisal System that is efficient and effective a few lessons could be learnt by Competency Mapping and Assessment Centers from the methodology followed by the 360 Degree Feedback. Future Researchers would be well to insightfully go for many more research areas on the subject of Competency Model that are very high on application and appropriately-tuned.

Keywords: Assessment, Competency, Performance, Knowledge.

### **INTRODUCTION.**

“Competencies – namely, Knowledge, Skills, Traits, Motives – have to be integrated with the HR Systems. Linked with the HR Systems the Competency Model is applied to various HR functions. As Assessment Center is an alternative to validate the core Competencies with the help of various tools. The Assessment Center is the most important step in mapping the Competencies once they have been identified. “(Dr.SeemaSanghvi, 2005)

Competencies are the combination of Knowledge, Skills and Behaviors that contribute to the individual and Organizational performance. Knowledge would mean information developed or learned through real experience or study. Skill would mean the result of repeatedly applying Knowledge or Ability. Ability would mean the potential to perform mental and physical actions or tasks. Behaviors would mean core observation reaction of an individual to a certain situation. Competency Model is a collection of useful Competencies organized into categories with particular functions such as occupational series or positions. Examples of Competencies are Communication, Planning and Initiative.

### **METHODOLOGY AND RESULTS**

#### **Competency Mapping and Assessment Center:**

Judged by any parameter two Systems of Performance Management Systems – Competency Mapping and Assessment Center simply stand-out. Truly, both have strengths which are outstanding, relevant and very appropriate. Both are the 21<sup>st</sup> Century instruments for assessing Performance Appraisals in any forms of Organizations.

Managerial Competencies are Self-Knowledge, Social Skills and Command of basic facts. Technical Competencies are Mental agility, Emotional resilience and Command of basic facts. The role of Competency Modeling is to build tools to link the Employee

performance to the mission and goals of the Organization. Ghosh and Rastogi (1982) emphasized that all judgments relating to Competency Model involved interplay of two dimensions: (a) Hostility-Warmth (b) Dominance-Submission

**Figure 1.1 Grid of Competency Dimensions by Exercise**

	Interview	Role Play	In-Basket	Group Problem	Group Negotiation	Psychometric Test
Breadth of Awareness	*	*		*		*
Clarity of Understanding				*	*	*
Innovative				*		*
Result-Oriented			*		*	*
Self-Confidence	*		*			*
Sensitivity to Others				*		*
Cooperative		*	*		*	*
Patience	*		*		*	*

Source: SeemaSanghvi The Handbook of Competency Mapping (2005) pp. 107

The types of Competency Models are – (a)Competency-based Recruitment (b) Competency-based Training (c) Competency-based Development (d) Competency-based Pay (e) Competency-based Performance Appraisal. The data collection method in Competency Mapping are through – (a) ExpertPanels and (b) Critical Event Interviews.

Assessment Centers are means of gathering relevant information, under standardized conditions about an individual capabilities to perform a Managerial position. The process followed in Assessment Centers are (a) Candidates are put through a series of group and individual exercises designed to stimulate the various conditions of a given job (b) Candidates are tested to determine if they have the Skills and Abilities thatare necessary to perform that job (c) Candidates behaviors are observed by a group of Assessors.

The benefits of Assessment Centers are – (i) Measure Job-related behaviors (ii) Measure a broader range of Knowledge, Skills and Abilities (iii) Fairness regardless of age, gender or race (iv) Used to assess staff,recruitment and promotion.

The different types of Assessment Centers are (a) Graduate Recruitment(b) Management Selection (c) Staff development.

The format which Assessment Centers are in line with the Psychological tests conducted to complement the Selection process. Some of the Exercises under the Assessment Centers are – (i) In-Basket Exercises which form the backbone of the Assessment Centers to test KSA (Knowledge, Skills and Attitudes)(ii) Assessment Centers Exercises which are the core group of Exercises used to assess the Candidates Competencies and behaviors (iii) Role Play Exercises which allows the Assessors to test how one respond when dealing with conflict. The idea is to test how one's Competencies and behaviors matches those of the required role (iv) Media Interview Exercises are for testing Senior Management Candidates on how well they perform with the Press which in itself is an unique Role Play Exercise (v) Competency-based Interviews are used to test Competencies relating to Qualifications, Core Employment history or personal achievement. Patz (1975) strongly emphasized that in the development of a Competency Model one must:

- 1) Keep it simple by having just fewer categories of ratings
- 2) Keep it separate from Rewards and Promotions
- 3) Keep it contained by restricting Evaluation to performance and potential
- 4) Keep it participative with more attention to Subordinate views and opinions.

**Figure 2.1 A Grid for Ratings**

Assessment Centre:						Number:	
	Interview	Role Play	In-Basket	Group Problem	Group Negotiation	Psychometric Test	Ratings
Breadth of Awareness	*	*		*		*	1 2 3 4 5
Clarity of Understanding				*	*	*	1 2 3 4 5
Innovativeness				*		*	1 2 3 4 5
Result-Oriented			*			*	1 2 3 4 5
Self-Confidence	*		*			*	1 2 3 4 5
Sensitivity to Others				*		*	1 2 3 4 5
Cooperativeness		*	*		*	*	1 2 3 4 5
Patience	*		*			*	1 2 3 4 5

Source: SeemaSanghvi The Handbook of Competency Mapping (2005) pp. 111

### **Reasons why Competency Mapping and Assessment Centers would be in high demand:**

**Reason 1:** Competency Mapping and Assessment Centers are Customized. Both are neither off-the-shelf nor tailor-made. Both are genuinely customized. The Consultant takes care of the basic and fundamental requirements and fine-tuned the System and Process to the need of the Client Organization. The processes are designed and documented with the objective giving a genuine simulation of work at the job or job level in the Organization. For example, the In-Basket Exercises has items that fit into the Organization, and to be very meaningful to the job.

**Reason 2:** Ratings by Self and Reporting/Reviewing Supervisors. (a) Self-assessment, a great strength of the traditional Performance Appraisal System, is incorporated in both. A fair, measurable or time-bound Performance System necessarily requires Appraisees and participants to rate their own performance first, before the Reporting Supervisor and Reviewing Officers take over and finalize their ratings. Participants rate themselves primarily in the Competency dimensions. Participants are assessed before the start of the Assessment Center and this exercise is repeated at its conclusions. True, that there could be cases of very significant differences between the assessment of Assessors and the ratings of Self-assessment. (b) Peer Assessment – normally carried out before the Assessment Center exercises. In some cases, their scores are compared with the scores at the Group level exercises. Major differences in assessment by Peers and core Assessors are known to yield vital information about Line Manager's ratings. (c) Supervisor Assessment - both the System and process highly value the ratings and analysis of Line Managers. In any Organization the participation, involvement and decisions of the Line Managers are worth its weight in gold.

**Reason 3:** External Support – there is a tremendous advantage in-built in Competency Mapping and Assessment Centers wherein maximum support is given by the External resources. Employees step-out to be assessed by a neutral resource in an unbiased manner. Critics may view this as sub-contracting a time-consuming procedure. Truth be told, the element of objectivity and independence are much higher than the other Systems. Add to these, the Systems are cost-effective, result-oriented and development-oriented. The benefits of a good Competency Model would be much benefit for the Organization, for the Appraiser and above all benefit for the appraisee in the form of commitment, greater trust and motivation.

**Reason 4:** Honorable Process – Traditional Performance Appraisal Systems are meant to be objective; yet most times they turn out to be subjective. Competency Mapping and Assessment Centers have the good fortune to be very high on the objectivity level. The degree and element of subjectivity are ignorable. Trust and a high level of Trust is generated and practiced.

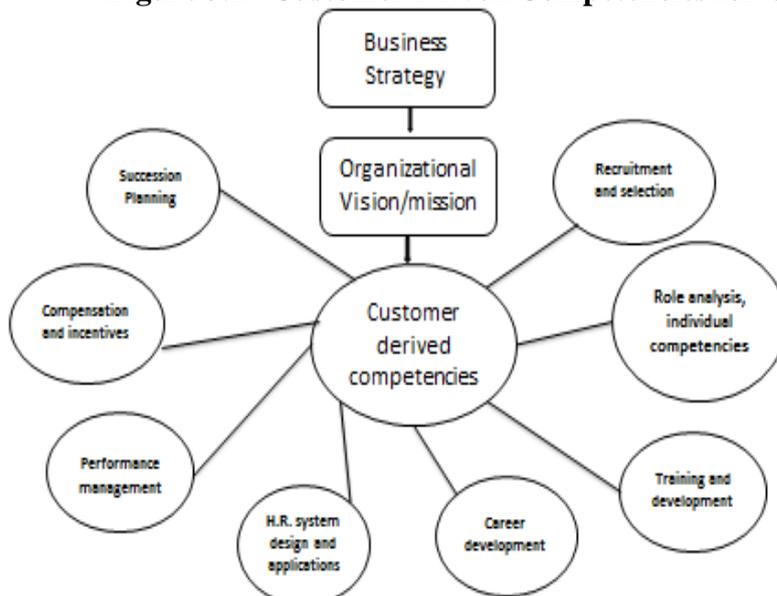
**Reason 5:** Best Practices Followed – Competency Mapping and Assessment Centers have the distinction of being in a position to practice the best practices in Performance Appraisal System such as – (i) being monitored and evaluated in the most sound fashion (ii) all process modifications are continuously taken to make the System efficient and effective (iii) trained facilitator always ensure that process followed is in order and working (iv) feedbacks are shared by appraiser with appraisee with the sole target of uplifting the concerned employee. Results in the long-term are outstanding and worthwhile. (v) full support and a respect is accorded to all appraisees and are encouraged to share their reports with their well-wishers. (vi) all appraisees are given access to experienced Facilitator with the required Skills.

**Reason 6:** Sound Tests and Inventories – Competency Mapping and Assessment Centers are very open and accommodative Systems. Psychometric Tests, Personality Tests, Practical and tested Inventories, Attitude measures, Ability Tests are combined and used depending upon the information or situation needs. Tests and Inventories to target Competencies and to add information about the Competency dimensions. It is very encouraging to note that Checks and Balance are being devised to determine whether people's scores on the Test or Inventory actually relate to Performance on the Competency dimensions.

**Reason 7:** High Clarity, Time-bound and Achievable Difficult Level – Interestingly, both Competency Mapping and Assessment Centers are high on Clarity. Time frame allotted are achievable. The difficult level though high is attainable and measurable.

**Reason 8:** Acceptable Projective Techniques – Projective Techniques such as Thematic Apperception Test, Rorschach, Incomplete Sentences and Black, Targeting its own dimensions are known to be very useful and beneficial for the Organizations that use them. Competency Mapping and Assessment Centers are known to freely use these Techniques should the need arise.

**Figure 3.1 Customer Driven Competencies for Competency Model**



**DISCUSSION OF FINDINGS AND CONCLUSION:**

From the context of a sound Performance Appraisal System that is efficient and effective a few lessons could be learnt by Competency Mapping and Assessment Centers from the methodology followed by the 360 Degree Feedback:

1. It is always prudent to identify an Employee who would benefit from the process, benefit from the wisdom and guidance available with a Supervisor and one who is prepared to be guided, mentored and groomed.
2. Appoint an Administrator, Facilitator who could be an expert and experienced to help others in their personal development and one who possess the requisite Counseling Skills. The same Administrator or Facilitator conducts the task of action planning.
3. Being the 21<sup>st</sup> Century decide upon an Open System that could involve Interviews or Questionnaires.
4. The Administrator and Facilitator decides who the Appraiser is and who is the Appraiser and the parameters for evaluation and rating. Raters must always follow the Principle of fairness. Raters are required to be objective. Any forms of subjectivity has to be weeded out totally.

Future Researchers would be well to insightfully go for many more research areas on the subject of Competency Model that are very high on application and appropriately-tuned.

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