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- One of the fastest growing Human Resource Consulting, Testing, Recruitment and Training organizations in Asia.
- Directors and consultants of international repute who have been visiting professors to several international universities.
- Exclusive trainers and consultants for several Fortune 500, Global 100 and BT 500 companies.
- HR, HRD, OB, OD and Industrial Psychology solutions that are customized and result- oriented.

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# Certified Competency Mapping Manager (CCMM)/ Certified Competency Mapping Expert (CCME)

## INTRODUCTION

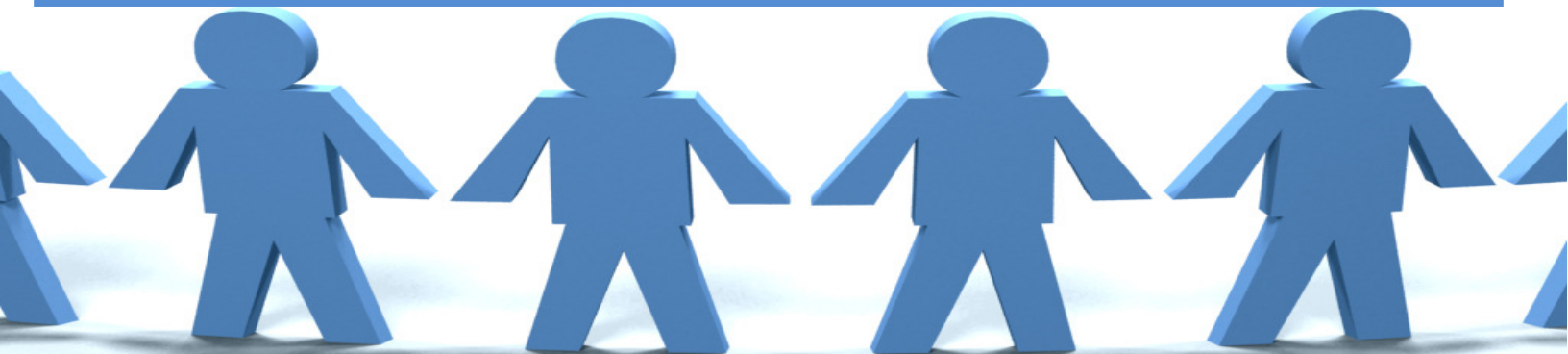
In recent years a number of studies have been carried out by psychologists to understand why some people are successful in their careers while others are not. They have investigated the causes for lack of positive correlation between IQ and Job performance and tried to arrive at an alternative to the traditional aptitude and intelligent testing that would predict performance.

After a number of studies, David McClelland arrived at such an alternate variable which he labeled as **Competency**. Competency can be defined as a reliably measurable, relatively enduring characteristic of an individual which is casually related to and statistically predicts effective or superior performance in a job.

The following outcomes of a study by Hunter, Schmidt and Judiesch further bolstered the effectiveness of competency based HR practices:

1. Recruitment & Selection based on competencies can shift the performance curve of employees from .25 to .36 of a Standard Deviation, equivalent to 10-30% increased Economic Value Added.
2. Competency-Based Training & Development and Performance Management shift the performance curve of employees positively to an average of 0.60 Standard Deviation, worth 30- 60%.

Since then, many companies have adopted competency as the basis to integrate their Human Resources Systems. A recent study suggests that more than 60% of the Fortune 500 companies have their HR practices based on competency.



The actual building of the Competency Model and its implementation in an Organization has always remained a challenge owing to the fact that the exercise requires not only time and resources but also competent facilitators.

Moreover, the approach of developing competency model and its effective implementation differs with organizations. Many organizations have relied on the services of consultants to accomplish this.

Therefore, there is a need for Human Resources and other professionals to understand the distinct approach and the detailed methodologies involved in building Competency Model that not only addresses their constraints and needs but also provides inputs to effectively integrate, implement and use the model.

## **OBJECTIVES**

- To understand the concept of Competency and competency-based HR practices.
- To understand various approaches towards building Competency Model.
- To develop knowledge of developing Competency Dictionary. Create Scales and its Range for competencies.
- To develop knowledge to identify Criterion Sample and understand the different Data Collection Methods.
- To develop an understanding of the ways to integrate applications of Competency Model in Recruitment & Selection, Performance Management, Training & Development, Deployment, Promotion, etc.
- To learn how to develop the mapped competencies (Training and Development).



The overall objective of the program is to provide both theoretical and application-oriented inputs on Competency Mapping and develop mapped competen

## METHODOLOGIES

The program is spread over three modules which is to be covered in short duration using following:

- Study Material
- Assignments
- Assessment and Certification
- Online class: By way of webinar where discussion on modules will be done.

## COURSE SYLLABUS

### MODULE-1

#### SECTION I

##### 1. INTRODUCTION

- History & Origin of Competency
- KSA v/s Competency
- Reasons for Popularity of Competency
- Competency & EVA
- Views Against Competency



## **2. COMPETENCY**

- Definitions
- Confusion about Competency
- Widely Accepted Definition

## **3. COMPONENTS OF COMPETENCY**

- Skill
- Knowledge
- Motive
- Trait
- Self-Concept
- Iceberg Model of Competency
- Operant & Respondent Traits of Competency

## **4. COMPETENCY CATEGORIES**

- Threshold Competencies
- Differentiating Competencies
- Generic or Key Competencies
- Functional or Technical Competencies
- Leadership or Managerial Competencies



## **5. COMPETENCY MODELLING & MAPPING – A BRIEF NOTE**

### **SECTION II**

1. Introduction to the Concept of Competency
2. Organizational Competencies
3. Here's a Better Alternative
4. Competencies & Skill
5. Models of Management

### **SECTION III**

1. David Clarence McClelland
2. Invention of Competency Model
3. Demonstrating the Bottom – line Impact of HR

### **ASSIGNMENTS**

#### **MODULE: II**

##### **SECTION I**

1. Introduction to competency Modeling
2. Steps in Developing Competency Model
3. Determining the objective & Scope
4. Clarifying Implementation Goals & Standards
5. Create an Action Plan
6. Define Performance Effectiveness Criteria



## **SECTION II**

1. Two Approaches to Develop Competency Model
2. Competencies for Competency Practitioners
3. Causes for Resistance and Recommended Actions to address
4. Behavioral Event Interview
5. Competency Cluster Examples
6. Competency Dictionary – Formats
7. Global Leadership Building Model

## **SECTION III**

1. Delphi Technique
2. Competencies & Generic Indicators
3. 360 Degree Feedback
4. HR Generic Competency Model
5. Supervisory Generic Competency Model

## **FORMATS**

## **ASSIGNMENTS**



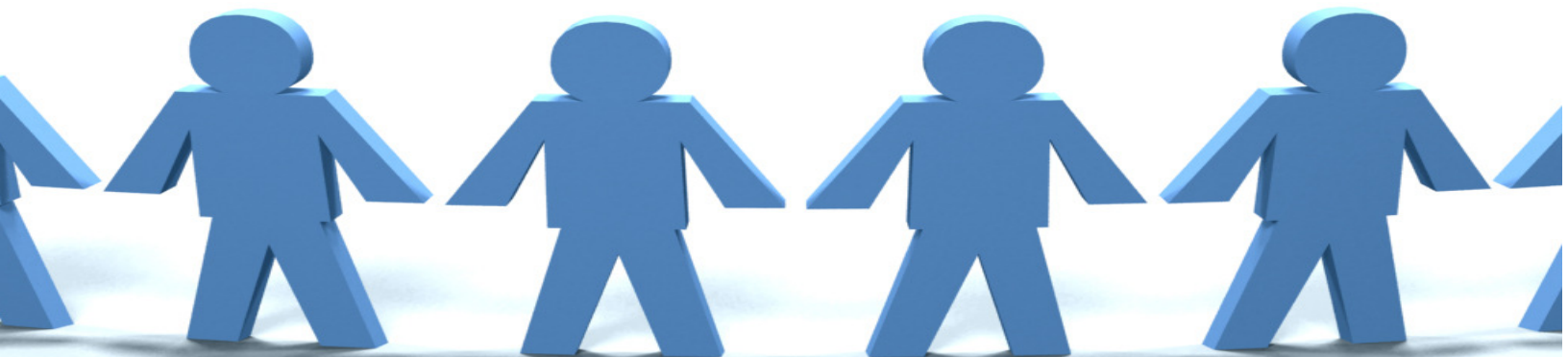
## **MODULE: III**

### **SECTION I**

1. Competencies Assessment (Gap Analysis)
2. Strategies to address the gaps
3. Integration the Competency Model
4. Competency based Recruitment and Selection
5. Competency Based Performance Appraisal
6. Competency Based Succession & Career Planning
7. Competency Based Compensation and Benefits
8. Competency based Training & Development
9. Reassess competencies and evaluate ROI

### **SECTION II**

1. 360-degree feedback for Competency Assessment
2. Examples of Assessment Scales
3. Competency – Definition & Indicators for R&S
4. Competency Based Interview Questions
5. Competency Based Performance Appraisal Q&A
6. Executive Competency Convergence





## **SECTION III**

1. How to use Competencies in Assessment
2. Principles of Assessment
3. Why do Outside Experienced Hires Fail?
4. Building the Leadership Appraisal Model

## **COMPETENCY DEVELOPMENT GUIDE**

### **FORMATS**

### **CASE STUDIES**

### **ASSIGNMENT**

## **ELIGIBILITY**

Graduate Diploma/Degree in any professional field of learning with a minimum of two years of work experience.



## OUTCOME

On completion of the Certificate Program all the participants will be competent to:

1. Understand and apply the approaches and methodologies of competency study design in their organization.
2. Build a competency model based on the nature and need of their organization.
3. Map the competency of employees.
4. Integrate and use the Competency Model in various HR practices.
5. Use the competency data for further growth of the employees.

## SUPPORT DURING COURSE:

- **Assignment sharing / different cases exposure:** We have online platform where you can access cases and assignments of other participants. This will give you exposure to different situation.
- **Queries:** In the same session you can also solve all your queries by discussing your doubts.
- **Email / phone support:** Once in a week, you can also ask your questions by way of writing an email or calling us.
- **Five years of ongoing learning:** You will get membership to our LinkedIn group which is exclusively for Salahkaar Consultants' students and is aimed at long term knowledge sharing.
- **Recruitment support** (if we are lucky to match a job): We are into HR professional hiring and we work globally. You being in our touch will help us forward those jobs as there is something matching your profile.



## COURSE FEE

Please talk to us to check rates for your country

## CERTIFICATION

Successful completion and assessment will lead you to a **certification qualifying you to use the title of “Certified Competency Mapping Manager (CCMM)” OR “Certified Competency Mapping Expert (CCME)”** accordingly.

CCMM and CCME are Post Graduate Certifications by Salahkaar Consultants.

## DURATION

Certified Competency Mapping Manager (CCMM)	3 months
Certified Competency Mapping Expert (CCME)	4 months

