

CERTIFIED COMPETENCY MAPPING MANAGER (CCMM)

When you nominate yourself for **CCMM**, you in a way get nominated for the latest international practices in Competency Mapping.

So, just add value to your executives' skill, qualification and career:

Contact: courses@salahkaarconsultants.com or + 91 9371110633

Opportunity to get educated from **Dr. C. N. Daftuar, D. Litt, P.G. IIT (K)**, Asia's leading HR Coach and previously a visiting Behavioral Scientist to Cambridge University

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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 the 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 competencies.

METHODOLOGIES

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

- Study material
- Assignments
- Assessment & Certification

COURSE SYLLABUS

MODULE: I

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
7. Identify a Criterion Sample
8. Data Gathering
9. Data Gathering & Interim Competency Model
10. Finalize & Validate Competency Model

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

COMPETRENCY DEVELOPMENT GUIDE

FORMATS

CASE STUDIES

ASSIGNMENT

ELIGIBILITY

Graduate Diploma/Degree in any professional field of learning with a minimum of 2 years of work experience.

OUTCOME

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

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

CERTIFICATION

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

Certified Competency Mapping Manager (CCMM) is a Post Graduate Certification by Salahkaar Consultants.

DURATION

3 Months

COURSE FEE

Rs.17, 000 (US \$ 650 (for foreign candidates)