# **Competency Map Guide**

## 1. Introduction to Competency Mapping

### What is Competency Mapping?

Competency mapping is the process of identifying key competencies required for specific roles within an organization and assessing employees’ current competencies against these requirements. It serves as a foundation for workforce development and succession planning by aligning skills with organizational goals.

### Why is Competency Mapping Important?

* Ensures the right talent in the right roles
* Identifies skill gaps and development needs
* Enhances strategic workforce planning
* Supports succession planning by aligning competencies with future role requirements

### Objectives of Competency Mapping

* Identify critical competencies for key roles
* Assess existing talent capabilities
* Create targeted development plans
* Facilitate succession planning and career progression

## 2. Types of Competencies

* **Core Competencies:** Skills and behaviors essential for organizational success, applicable across roles.
* **Functional Competencies:** Role-specific skills and knowledge required to perform job tasks effectively.
* **Leadership Competencies:** Skills required to lead teams, drive strategic goals, and inspire organizational growth.
* **Technical Competencies:** Job-specific technical skills required for specialized tasks.

## 3. Competency Mapping Process

### Step 1: Identify Key Roles and Critical Positions

* Identify roles that significantly impact strategic goals and operational success.
* Focus on leadership, high-impact, and succession-critical positions.

### Step 2: Define Competencies and Success Criteria

* Collaborate with stakeholders (HR, department heads, executives) to define required competencies.
* Use the following methods to define competencies:
	+ **Job Analysis:** Analyzing job descriptions and tasks.
	+ **Behavioral Event Interviews:** Identifying behaviors that lead to success.
	+ **Focus Groups and Workshops:** Engaging employees and leaders to identify key competencies.

### Step 3: Develop Competency Framework

* Create a structured competency framework outlining each competency’s:
	+ Definition
	+ Behavioral Indicators
	+ Proficiency Levels (Basic, Intermediate, Advanced, Expert)
* Example:
	+ **Communication Skills:** Ability to convey information effectively.
		- **Level 1 - Basic:** Conveys basic information clearly.
		- **Level 2 - Intermediate:** Adapts communication style to the audience.
		- **Level 3 - Advanced:** Persuasively communicate complex ideas.
		- **Level 4 - Expert:** Influences stakeholders and drives strategic conversations.

### Step 4: Assess Employee Competencies

* **Assess current employee competencies using:**
	+ Self-Assessments
	+ Manager Evaluations
	+ 360-Degree Feedback
	+ Skills Assessments and Tests

### Step 5: Identify Skill Gaps and High-Potential Talent

* Compare current competency levels with required levels.
* Identify skill gaps for targeted development.
* Highlight high-potential employees for succession planning.

### Step 6: Create Development and Succession Plans

* Design development programs to bridge skill gaps.
* Align high-potential talent with succession-critical roles.
* Incorporate the following development strategies:
	+ Mentoring and Coaching
	+ Job Rotation and Cross-Training
	+ Leadership Development Programs

### Step 7: Monitor and Review Progress

* Regularly review competency levels and development progress.
* Update competency frameworks to adapt to evolving business needs.

## 4. Competency Mapping Tools and Templates

* Competency Matrix Template
* Skill Gap Analysis Template
* Development Plan Template
* Talent Review and Calibration Template

## 5. Challenges and Best Practices

### Common Challenges

* Resistance to change and lack of buy-in
* Inconsistent evaluation criteria
* Skill assessment biases

### Best Practices

* Involve stakeholders throughout the process
* Ensure transparent and objective evaluation criteria
* Link competencies to strategic organizational goals