



A GUIDE TO COMPETENCY DEVELOPMENT

For HR & Operations Managers

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COMPETENCY PROFILING

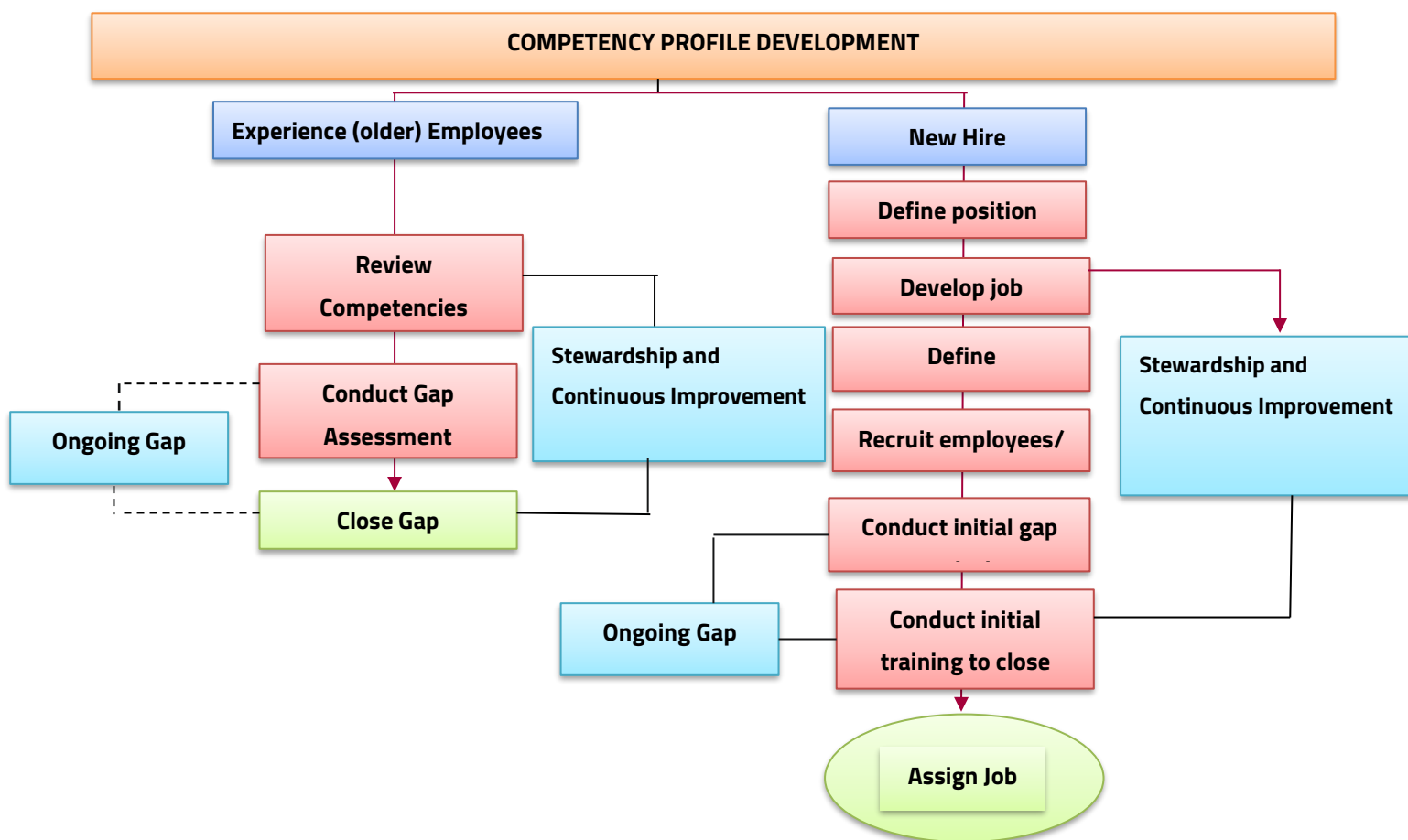
The basic concept of competency profiling is to develop specific competencies (knowledge and skills) for job positions and tie those competencies to persons required to perform job tasks, based on identified business needs.

The entire process of developing competency profile involves the following steps:

1. **Define position** – Identifying and defining the different job positions required in an organization based on the organization's business needs
2. **Develop job description** – developing job descriptions for each identified job position
3. **Define competencies** – defining and developing required competences (knowledge and skills) for each job position for task accomplishment. This is normally done through interviewing and employing Task Analysis process.
4. **Assign competencies** – Assign the competencies to role (job position) and to persons in that role. For hiring new employees to job positions, the competencies are used by Human Resources department to determine entry competencies for recruitment interviews.
5. **Conduct initial gap analysis** – Conduct initial competence assessment on persons in each job role to determine competencies already acquired and those that need developmental actions plans.
6. **Conduct initial training to close identified gap** – From gaps identified in step #5, determine gap closure measures through “needs analysis” process. For those requiring training, conduct initial training to close identified gaps.
7. **Assign Job to person** – Following the completion of initial training and post-assessment, assign jobs to persons assessed competent and continue with ongoing competence assessment.

PROFILE DEVELOPMENT

The chart below shows the profile development and the steps required based on the employee category.



REQUIRED TOOLS

To implement effective competency profiling, the minimum required tools and processes in your organization are:

1. Competency Assurance Standard and Policy manual developed and available in the organization.
2. Original Equipment Manual (OEM) available for all operating equipment.
3. Job description for all non-technical job positions (Administrative staff etc.).
4. Competent Subject Matter Experts for each skill area available to support the development of competencies at your organization and implement competency assurance process on an ongoing basis.
5. On-the Job Training process.
6. Competent Subject Matter Expert for each skill area available to progress on-the-job training as may be required.
7. Competency Management System available for tracking competencies of employees.

Do you have Competency Assurance Process in your organization?

[Click here](#) to complete a self-assessment of your organization on readiness to establish Competency Assurance process. Upon completion, click "submit" and our expert team will evaluate your self-assessment and provide you feedback.