



Simple Competency Models

Development Worksheet

Competency models can help organizations in a number of important ways.

- Analyze skill gaps within the organization
- Improve employee recruitment and selection processes
- Create targeted employee development programs
- Help organizations develop an effective organizational structure
- Determine whether under-performing employees can improve through training

What is a competency?

Competencies are based on KSAs:

- Knowledge
- Skill
- Ability

A competency is the minimum level of knowledge, skill, or ability a person needs to be successful in a particular area. For example: “Multitasking” is a competency for a customer service representative in a call center. A competent rep must be able to recall company or product knowledge, use a computer database to either location or input information, and provide warm and friendly customer service all at the same time.

Developing a Simple Competency Model

Use the worksheet on page 2 to develop a simple competency model for any job. There are four dimensions to consider:

Organizational Must-Haves:	An employee must have these competencies to be successful in this organization.
Organizational Nice-to-Haves:	An employee will either have these competencies at the start of employment, or be willing and able to develop them over a reasonable period of time.
Job-Specific Must-Haves:	An employee must have these competencies to be successful in his or her job.
Job-Specific Nice-to-Haves:	An employee will either have these competencies at the start of employment, or be willing and able to develop them over a reasonable period of time.



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Job Title: _____

Department: _____

Organization: _____

Organizational Competencies	Job or Team-Specific Competencies
<i>Must Have:</i> 	<i>Must Have:</i>
<i>Nice to Have (or, we're willing to develop):</i> 	<i>Nice to Have (or, we're willing to develop):</i>