

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

**by**  
**Prof. K. B. L. Srivastava**

**Department of Humanities and Social Sciences**  
**IIT Kharagpur**

**Lecture 39: Competency Mapping Approach to HRD**  
**(Contd.)**

Okay, so welcome to the fourth session of this competency mapping discussion. And what we are going to discuss here is that actually how this exercise is carried out, what we have been discussing about tools and techniques for data collection using various techniques, then how we go about the building and developing a competency mapping model and then how actually we develop a profile or map the competencies of the people.

Now we have to see that what are the various step that is involved and how do we go about mapping the competencies okay.

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## Session 4

### Competency Mapping Process

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So we will take up an actual exercise and we develop it step by step to see that how it can be done okay.

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### Steps involved in the competency mapping

- Step 1 \* Review, finalize and accept company wide competency requirements that are critical for our company growth
- Step 2 \* Define observable behavioral definitions [finalize behavioral dictionary]
- Step 3 \* Define generic roles with definition for the company as a whole
- Step 4 \* Create Role competency matrix
  - \* Identify Criticality required
  - \* Identify Proficiency level



So we look into this, so see that various step that is involved in the competency mapping okay. So the first step is basically you identify what are the competencies that will be required at the organization level and which could be critical for the growth and development of the organization okay. So this is basically related to what you call the organization requirement in terms of their competencies.

In what way they should be competence enough, so that they can grow and develop right. So that is related to organization competencies. Then you have to identify certain competencies using either dictionary other things okay, which is basically, which can be observed through behaviors okay. So basically we are going to define the observable behavioral definitions through dictionary okay.

So these are the dictionary competencies which would be required for an organization when it comes through identifying their core competency and this has to be there in order to perform very well. Then move to the third level okay, then you define the generic roles with the definition for the company as a whole case, because you know that there are certain generic competencies which is required by the organization.

In terms of their competency they should have right, like strategic thinking, creative, innovative, so these kinds of generic competencies usually required by all the organizations right. So we identify that, and then we move to the fourth level. Then you are going to create a competency

matrix for the people which could be actually leading to the growth and development of the organizations.

So you need to develop a matrix in terms of what were the different competencies given in a role is required right. And that is where you are going to identify different kind of competencies. In terms of generic, behavioral, technical, functional whatever it is right. And then for each competencies you have to identify its criticality, it means what is the importance of that particular competency in contribution to performance right.

Because not all competencies would be equally contributing to performance, so that is why you are going to identify criticality that is required for each of this competencies. We will give example to explain it, we are just talking about the various steps that is involved here right. And then for each critical competencies now I have identified competencies, the level of criticalities is another important thing.

So what is the level of competency that particular competency that is required. Say for example, when we are talking about leadership quality right, so the leadership quality is the competency which could be required with junior level, middle level, and the senior level. So we have identified that this is a critical competence for senior level right. It means this critical competence at the senior level management is required.

So this is a critical competence, there is a more critical competence right, but it may not be that critical at the very junior level, because does not require in a this job does not require any supervision so and so identified criticality of competence then you identify the proficiency level at what level of leadership quality would be required definitely for a senior manager it could be the same and always out of 10 net 10 point is field you need say 7, 8 or even 9 or even 10 also.

So you say that okay the competence level of leadership is 9 for this given job right and this is a critical competence which is which requires are which is related to higher performance okay so when you are going to develop competencies overall competencies you identify all the competencies the extent to which they are contributing the performance and the level to which that would be required for a given job all this is identified.

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## Steps involved in the competency mapping

- Step 5 \* Identify behavioral & Functional skills required for the role
- Step 6 \* Define Functional skills
- Step 7 \* Identify role holder for each role
- Step 8 \* Assess role holder behavioral skill through Echo
- Step 9 \* Assess Functional skill with superior/HoD
- Step 10 \* Match Role holder competency Vs Role based competency



Then this is the 5<sup>th</sup> level you are going to also identify the wave length functional competencies for the given level not only the generic competencies but also the behavioral and what is more general what you call the managerial competencies and also the technical and functional competencies and you go through the same process it is criticality and also the level at which it will be required okay.

And then you need to define each of these competencies weather it is define functional skills it is a behavioral skills or whatever it is and then you see that who is performing the role right that the next stage you are going to assess the role holder enables the skills through echo if it is in particular case actually is a customer satisfaction tool so you are going to see that weather this particular skill is there in the individual to satisfy the it is suffer tool basically which can be used for measuring the satisfaction of the customers may be internal or external okay.

Then you also go through assessment from of functional skills through the supervisors and the head of the department of that particular individual hence next you are going to match the holder competences with the role based competency and then that is actually helps you to identity the gab.

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## Steps involved in the competency mapping

- Step 11 \* Action Plan
  - a) Talent Acquisition
  - b) Performance Management System [Talent Management]
  - c) Learning Management System [Talent Development]
- Step 12 \* Employee Feedback



In the competencies right and based on that you are going to develop certain action plan so that the person is about to develop those competencies which could be relative talent acquisition could be need to performance management are related to learning and development systems right and then ultimately you have feedback in terms of evaluation you see that weather the person has been able to develop those competencies or the other right.

So these are 12 step that is involved in a model building, so far as a competency mapping it size is carried out so what we are going to discuss now is that how do we go about doing it right so we will take up one by one each of these steps and see what are the things that need to done. (Refer Slide Time: 07:01)

### Step 1 - Review, finalize and accept company wide competency requirements that are critical for our company's growth

#### Competencies

- Communication
- Leadership
- Strategic Thinking
- Creativity
- Teamwork
- Sense of Ownership
- Customer Orientation
- Consumer Orientation

#### Mandatory/ Non-negotiable Competencies

- Micro planning and Execution
- Differentiation
- Quality Orientation



Okay now we look at this first step as I told you that first stage you are going to review finalize and accept companywide competencies which are critical for the growth of the organization okay so in this particular case there where you are going to take an organization is a hypothetical case and in this case these are competencies which have been identified okay if you look at this competencies these are generic competencies which is required for the growth and development of the organization communication these are generic competencies remember it.

Strategic thinking leadership creativity teamwork sense of ownership costumer orientation consumer orientation right so these are the critical competencies which is required for the growth and development of the organization and this list has been finalized using tools and techniques that we have just discussed in the particular case that has been identified now what it has been identified okay then you also identified some other competence, competences which are mandatory or what you can say non negotiate for between that into must to have micro planning and execution by the organization how it is going to differentiate itself from other competitors but it is quality orientation.

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**Step 2 – Define observable behavioral definitions [finalize behavioral dictionary] – of Competencies**

<b>1</b>	<b>Leadership</b>	<b>Decisiveness</b> – Makes timely decisions, takes risks using data, facts and futuristic outlook
		<b>Change management</b> – Understand what change requires, work with stakeholders to influence change proactively
<b>2</b>	<b>Creativity</b>	<b>Innovation</b> – Think out of the box, veer away from run of the mill solutions, come up with non-traditional solutions
<b>3</b>	<b>Strategic Thinking</b>	<b>Strategic thought leadership</b> – Show ability to look at the big picture, draw global or local trends, build scenarios, put together small pictures to make the big picture
<b>4</b>	<b>Sense of Ownership</b>	<b>Initiative</b> – Delivering results with commitment and perseverance, sharing information, building long lasting and transparent relationships, doing the job with attitude (taking appropriate risks, providing candid observations, influencing stakeholders), helps share the company's culture

Right now so what we have done here that we have identified those competencies some of them are must some of them are very good competencies right so once you are able to identify these competencies that okay these are the competencies which is required that the organization level

right, and this exercise is carried out with the help of tools and techniques that is available for you correct that we have just discussed in the third now once you have identified okay that these are the competencies.

That you are going to take care in future what is the next step look at this you need to define easy of these competencies so you have to give a verbal description of each of these competencies in your context, now if you look at this in this case we will find that all the competencies that have been identified they are been provided with the definition right, so in some case we will find one things and some cases we find two things like for leadership you find that how the time with leader take this is their one area.

Change management how they are going to manage change right so these are between part and things which are with basically change management and this is these are the two competencies which you relate with leadership same similarly you look at the creativity how we note the people are like strategy thinking whether they are able to think is strategically to develop goals and objectives for their organizational or not similarly whether the organization and then the people have the managers of the senior managers have that.


Sense of ownership or not okay so they have that the commitments support and all kind of things related to that or not, so what I want to it to say that when you once you are able to identify those competencies you need to give a description what does it mean specific related to the context in which you are working of your organization right, so once this is identified and similarly you see.

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**Step 2 – Define observable behavioral definitions [finalize behavioral dictionary] – Mandatory/ Non-negotiable Competencies**

1	<b>Micro planning and Execution</b>	<b>Process orientation and Detailing</b> - translating organizational vision to action, building knowledge base, creating knowledge platform, formulating strategies and designing action plans, formulating measurement and monitoring mechanisms for executing action plans. Working with speed and timeliness, opportunistic, acting fast with accuracy, taking action on both own initiative and implementing others initiatives.
2	<b>Differentiation</b>	<b>Competitive Advantage</b> - Contributing to the success of the business by serving the value chain, interpreting socio-economic context, articulating the value proposition, leveraging business drivers.
3	<b>Quality Orientation</b>	<b>Adherence to norms, efficiency, and deliver excellence</b> - provide the highest level of internal and external customer service, translate customer critical feedback to quality characteristics which then determines process improvements and process efficiencies, transfer learning across teams and business units, continuous improvement.



That okay other competencies have been so identified which are important like micro planning okay what is the process orientation and detailing whether it is available or not differentiation which is going to apply the competence advantage in organization because that is how which is going to contribute the success of the organization right so what is your quality orientation okay work level quality we expect okay in your products not only your product is system structure in process because if we have quality orientation.

Which is relate to everything quality of service that you are providing quality of products that you have okay so all this is very, very important competencies for this success and growth of the high is in right that we have identified and then second stage what we have done we have given a behavioral description of these competencies right, so once this behavior descriptions of all the competencies are given we move to the next level right that is the third level.

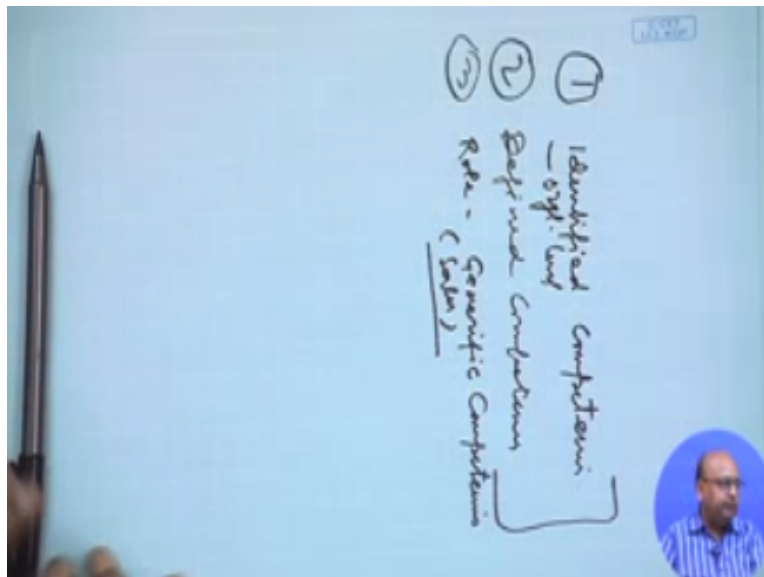
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**Step 3 – Define generic roles with definition for the company as a whole**

S No	Role definition	Sales
1	<b>Executive task under supervision</b>	<b>Frontline sales</b> – Direct sales, collection & distribution responsibility for assigned territory, feet on street, field job (Sales Reps, Sales Coordinator)
2	<b>Executing tasks independently</b>	<b>Area Responsibility</b> – Direct sales, collection & distribution feet on street, field & supervisory possibility for a large area (Sales/ Sr. Sales specialists without direct people responsibility)
3	<b>Executing Leaders</b>	<b>Regional Responsibility</b> – Direct sales, collection & distribution responsibility, supervisory responsibility for targets in Region (more than 1 state) (Sales/ Sr. sales specialist with people and region (more than 1 state)
4	<b>Section/ Location Head</b>	<b>Division Responsibility</b> – Responsibility for division profitability at a national level, larger supervisory role, responsibility for sales & marketing (Section chief/ Manager with national responsibility for division)
5	<b>HOD/ Management Team</b>	<b>Business Responsibility</b> – Responsibility for profitability of all Divisions in the group for CKPI, High focused supervisory role, Responsible for contribution to top and bottom line of CKPI. (Business Group Heads)

In third level what happens okay these are the generic roles executive task and the supervision right how much for job you are going and if you look at this, this example is related to identifying general generic competencies related to particular role in the same organization so to start with what you did at the first phase, first level what you did the first step.

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Identified competencies organizational level right, second define those competencies, third level what you are going to do is, you are going to look at a particular role and then you are going to identify the generic competencies. In this case you can see that it is the role of a sales right, so in a role of a sales what are the generic competencies that is required that you have to identified again you go through the same process of data collection in order to identify what are the various generic competencies which is required.

So what you had done in the first two stages identifying competencies and defining them the same thing that you are going to do here related to a specific role say sales people and that is where you have identified certain roles slight how much work he is going to do under supervision okay, so under supervision what are the different roles that is to identified like one role that I have identified which leads to better performances like how much front sales is there it means direct sales, collection, distribution for a particular sign territory okay.

What is this field jobs so all this is related to under this category so that is how it has been identified, how much have you going to do independently in terms of your responsibility relate to that kind of things. Similarly what is the leadership capability that is required okay, again this is the kind of responsibility that you have to perform in order to go for sales, collection, distribution all kind of things, okay.

Because you are also going to have certain supervisor responsibility for your lower staff so how you are going to set targets for them, what process are going to adopt right, then since you look being a location head or section head what is your responsibilities as a divisional responsibilities okay, so you are responsible for the responsibility of that particular location or section right, up sales.

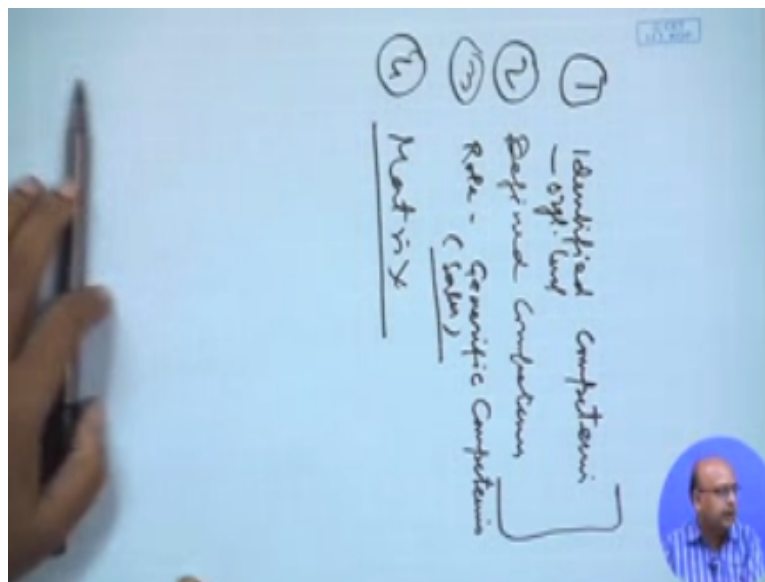
So how you are going to look at it okay, because since you are responsible for that particular division so for at meeting targets and these kind of things okay, so that is the part of responsibility so what kind of competencies is there and then how you are going to interact with say HODs, the teams the other things, there is another part of the responsibilities okay. So this one example that is given here the CKPL that is the business group head so that is related to sale this is the example that is relate to sale,

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**Step 4 – Create role competency matrix**

		<b>Role</b>		
		<b>Function</b>		
		<b>Equivalent Competency Role</b>		
		<b>PROFICIENCY LEVELS</b>		
		<b>BASIC AWARENESS</b>	<b>CONTRIBUTORY</b>	<b>EXPERT</b>
	<b>CRITICAL</b>			
	<b>IMPORTANT</b>			
	<b>PREPARED</b>			
<b>CRITICALITY</b>				
<b>Functional/Technical Skills</b>		<b>Functional/Technical skill</b>		<b>Definition</b>

Now see that is how you are going to create at the next level a role competency matrix. (Refer Slide Time: 15:04)



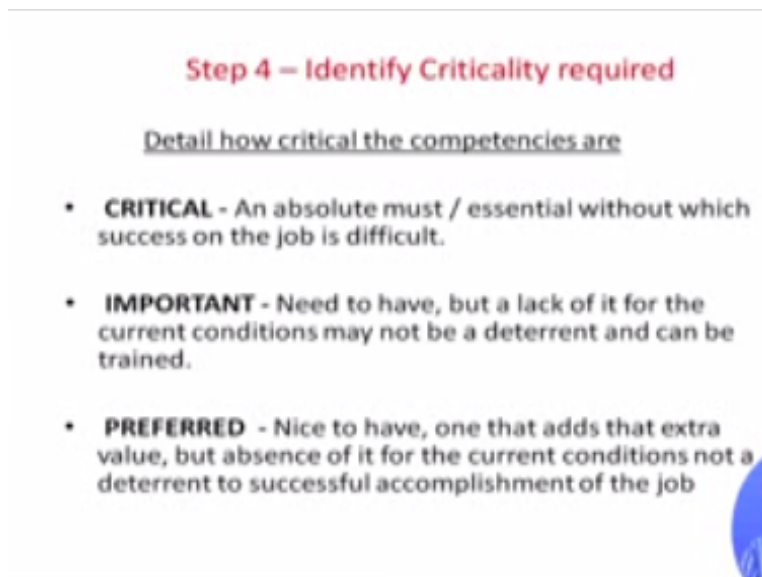
See how it is done, so when you are going to do it what you do basically here first of all you identify the role it could be sales, it could be marketing, it could be finance, it could be HR then what do the function that he does, then equivalent competency role you identify and then the next level once you have identified the competencies and you identify what are the critical competencies this contribute significantly to performance what you are going to do is, what is the level of contributes, proficiency that is discussed here.

So you can quantify it back even and a particular scale like 1,2,3 and 4 okay, it means that if we have just basic and events then the proficiency level is going to 1. If it contributes to better performance then 2, if it is an expert then 3, if a leader okay, then 4 so this is the four levels of competencies given to a particular competencies right and here you are going to identify criticality, criticality in this in first whether it is important or not and also whether it is prefer or not right.

So if it preferred and important both then it become both critical right and in the process you are going to also indentify each of these this is to be done in case of each functional or technical skill and you Also defined them right so once the entire process sis carried out you Are able to create a competency matrix considering all competencies and doing this exercise.

So that you will you are able to identify whether the extent to which these competencies are critical okay what is their level a prophecy level that is required for the particular job okay. So fourth level basically you are going to create matrix to look at from two perspective that criticality and also the level of proficiency right, so criticality and level of proficiency these are the twine part in things that is going to help you and then it you can visualize okay with these are the competencies these are the visual level of competency and the level at which you could be required is clear to you.

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**Step 4 – Identify Criticality required**

Detail how critical the competencies are

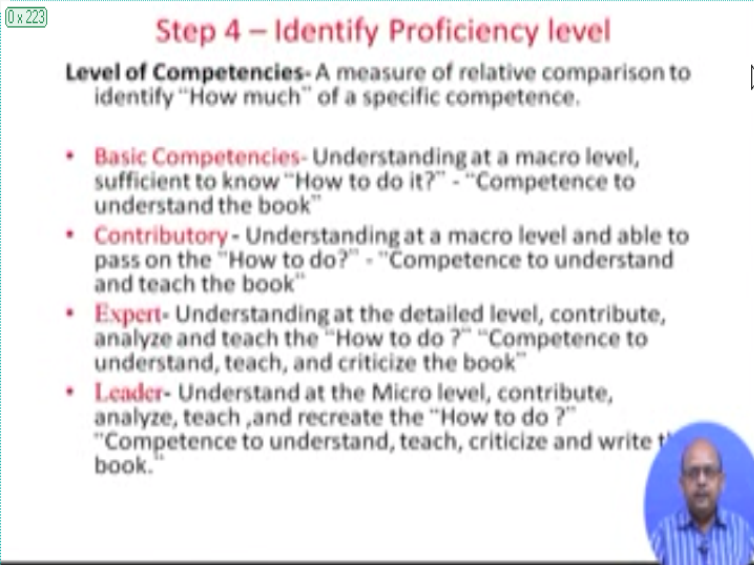
- **CRITICAL** - An absolute must / essential without which success on the job is difficult.
- **IMPORTANT** - Need to have, but a lack of it for the current conditions may not be a deterrent and can be trained.
- **PREFERRED** - Nice to have, one that adds that extra value, but absence of it for the current conditions not a deterrent to successful accomplishment of the job

Now so from this look at a different role critical means whether it is absolute must essential without which success on the job that is very, very difficult so that is we are going to decide the criticality right important how you decide yes whether you need to have it or not okay if it is there it means if I lack of it for the current contribution may not be determinate and can we trend right whether he has it or not right.

Then whether it is preferred not nice to have sometimes when you said essential qualification and desirable qualification so essential qualification is means important it must be there then we talk about preferred whether it is desired if it is okay then it leads to extra value otherwise not if does not then it does not affect or deter successful a complement on the job right.

So at this is tell what you do you look at these factors and for each competency is you have to define how critical it is how important and whether it is necessary to have it or not right. So for each of these competencies they have to carry out this exercise.

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### Step 4 – Identify Proficiency level

**Level of Competencies-** A measure of relative comparison to identify "How much" of a specific competence.

- **Basic Competencies-** Understanding at a macro level, sufficient to know "How to do it?" - "Competence to understand the book"
- **Contributory -** Understanding at a macro level and able to pass on the "How to do?" - "Competence to understand and teach the book"
- **Expert-** Understanding at the detailed level, contribute, analyze and teach the "How to do?" "Competence to understand, teach, and criticize the book"
- **Leader-** Understand at the Micro level, contribute, analyze, teach, and recreate the "How to do?" "Competence to understand, teach, criticize and write the book."



And then remember in the matrix we also talk about the proficiency level okay it means that we do not want to compare on a relative basis that how much specific competency is required remember if you we talked about four different level here okay, so this is this talk about the proficiency level from the navies to becoming away leadership being the leader in the field right it means here the competency level is highest but you need to identify that for a given job what is

the competency level which requires superior which will lead to be the performance and it may vary depending upon the kind of competency that you have taken okay.

So when you are going to identify at this stage especially when we are talking about this identify proficiency level you have to see that what is the level of proficiency of each of the competency not only it is criticality right. So the level of competence basically it is the measure of relative competence sorry relate comparison and that tells you to identify that okay they extent to which this competency would be required for superior performance right and that is how we will go about it.

So the first step is the basic competencies some micro level s you know that how to do this job right then at the contributor level you move from a macro to either level likewise how to do it competency to understand it is the book for example that is taken at whether you has soon I can go through this who I can understand it but where you can understand and teach the book to others or not it means you are able to contribute at the next level third level expert level not only can compute never not only competent to understand it is but you can haven criticize a book it means you have better knowledge right.

Because you are not going to contribute to teaching but you are also analyze that okay how to do it right that is the third level and finally at the forth level we come a later so at the macro level okay you can not only teach understand criticize but when you could write the book also on that topic it means that your level of understanding is much higher which leads through superior performance so this is example is given in the context of the book similarly this can be taken up in the context of the job also right for example if you have personal is being given the job as HR managers so basic understanding is various functions that HR persons performs.

Second level you are able to perform those functions right third level one has to perform those functions but you can they know certain changes depending upon the requirement and the fourth level when you become an leader as you can divide to practices systems which is going to contribute to employ happiness satisfaction needs to better performance right.

So when you talking about proficiency level you have to see that it is going to identify from job to job and depending upon the kind of competencies you have selected you also meet to see that

what is the level of competencies that is required by an personal image given an job right now  
 what is the identify the competencies sorry proficiency level then you move to the next level.

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**Step 5 – Identify Behavioral skills required for the role**

COMPETENCY MAPPING MATRIX		ID: SD/147/09/01,10 .08			
Role	Sales Representative				
Function	Sales				
Equivalent Competency Role	Front line				
PROFICIENCY LEVELS					
		BASIC AWARENESS	CONTRIBUTORY	EXPERT	LEADING EDGE
Criticality	<b>CRITICAL</b>		Retail Prof. Std Operational BS Management Product Knowledge	Selling Skills Distribution Expansion Claims making	
	<b>IMPORTANT</b>	Differentiation PC skills Software knowledge Micro planning/execution Analytical skill Quality orientation	Consumer orientation Market Knowledge Trade relations Customer orientation Team work Communication		
	<b>PREFERRED</b>		Creativity		

See this is for an given job another job okay the role is says source sale representative sales function is an different line mangers so this is the idea of the job we do not need to look into this, this is an hypothetical example now if you look at this is proficiency level critical and important and perfect okay at the basic awareness level what are the activities that is required by him what is need to understand is he should be able to differentiate he should have appreciate software knowledge planning and execution PC skills quality orientation these are the basic awareness.

So move to the next level retail preference standards operational software management product knowledge customer knowledge these are the critical okay then consumer knowledge market knowledge trade relations customer orientations these are the important right and in expert selling a skills distribution expansion claims making okay it means you do not required a competency at this level I just say sales representative if you move to this level this is the highest level right.

So sales person you require competency level as three here only okay and what is preferred is creativity look else to contribute better right so you need to identify critically and important related to particular role here like this sales representative and then you identify the criticality so criticality and proficiency level are important right and that is how you about identify the



behavioral skills okay so we are not going to identify only that technical and functional skills but you also need to identify associated with the job that is the behavioral skills and technical skills all kinds of skills.

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**Step 5 – Identify Functional skills required for the Role: Sales & Distribution**

Business Responsibility	Division Responsibility	Region Responsibility	Area Responsibility	Front Line Sales
Business Plan	Sales planning	Sales targets	Selling skills	Selling skills
Relationship management	Relationship management	Expanding distribution	Distribution expansion	Distribution expansion
Benchmarking	Supply chain management	Collection	RPS	RPS
Supply chain management	Customer satisfaction	Inventory monitoring	RS management	RS management
Team management	Marketing support	Resource management	Financial commitment mgt	Financial commitment mgt
New business development	Team management		Product knowledge	Product knowledge
	Policy/process compliance		Market knowledge	Market knowledge
	Trade marks protection		Trade relations	Trade relations
				Analytical skill
				Claims making

Look at this okay this is related to sales and distribution so these are the behavioral responsible this is business responsibility this is the division responsibility this is the region responsibility area responsibility this is the front line sales now if you look at this these are four different jobs at different levels right so he could be a manager he has responsible for the machines he could be divisional managers he could be region managers he could be area representative he could be front line sale.

So if you look at different kinds of jobs okay so the kind of functional skills that would require at different levels to be different right so what you are going to identify at this level is competencies that is associated with different kinds of jobs and also the level of competency that is associated with the different kind of jobs right so you can see in this that the level of competencies that is required for the different kinds of queries.

For example if you look at area managers and front line sales okay in certain cases you will find it is same but in certain case you will find it is different right it means in some cases you require certain competencies in some cases you do not check competency but you will also finds some

cases you will have there is a overlap of a skills it means that those are the skills are going to be there for this kind of rules for sales yes you have to have filling this scales.

And you need to make sales target and for example distribution expenses this is a competency which requires at three levels but here if you look at the position level it will go down or it will go up depending upon the level at which you are working right for example if you look at selling a scales here you are responsible for targets but what is the competency that is required as area manager for selling these skills for that you can meet the target of the reason right and front line says it is reprehensive you are suppose to see that you are having those selling skills which is help you to meet the target individually at you level right .

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**Step 5 – Identify Functional skills required for the role: Marketing**

<b>Leader</b>	<b>Managerial</b>	<b>Execution</b>	<b>Co-ordination</b>
PC skills	PC skills	PC skills	PC skills
Marketing strategy	Profit monitoring skill	Profit monitoring	Marketing plan
Brand management	Marketing plan	Consumer tracking	Consumer tracking
Media management	Tracking competition	Advertising and media promotions	Competition tracking
Agency management	Product launch and promotion	Research activities	
Trademark management	Build brand identity	Brand related activities	
Financial acumen	Agency briefing	Knowledge of product and packaging	

See this is another example that I have taken the role is marketing in this example you can see what is happening okay the different level what are the different kind of activity that so personal


computer skills everybody requires at high level as a leader require marketing strategies grand management and this kind of things these are the skills that are required at the managerial level you have been required these kinds of skills you are going to monitor profit you have to develop market plan you are going to track a predators like you are going to help in land building exercise and these kinds of things and the executive is the senior basically you are going to do this kind of things so you see that at different levels the role vanish okay what I am trying to communicate is through these examples whether it is sales job or marketing job.

And we have a chance of that a different levels the you may cause the same competency but the level of competency is going to vary across this levels right for example quainter probably requires these kinds of competencies okay and then once you identify this competencies you have to see the level of competencies are level of prophecy related to this competency that is required for now we need to look into right.

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**Step 5 – Identify Functional skills required for the role: Human Resources**

Leader	Managerial	Execution	Co-ordination
Global HR trends	PC skills	PC skills	PC skills
Financial acumen	Recruitment management	Compensation management	Statutory knowledge
Labour law know	PMS	HR info system	
Know of HR concepts & process	Compensation management	Payroll management	
Business acumen	HR skill		
HR vision	HR info system		
Policies & procedures	Payroll management		
RAG analysis			
Comp & rewards			
Talent management			
HR info system			
Group HR operation			



Look at another important area HR discussing about HR team so you see that what are the functional skills that is required for the develop of human resources test so since you are HR leader these are the responsibilities if you are manager HR manager HR executive these are simply quantization the activities in the department require these kinds of skills it means the

competency as the level of competency may be varying where the you can also see the point of competencies in the number of competencies are moving up as you move up in the higher level.

So these are the competencies for a HR being an global leader okay you must understand final stage you must understand the labor loss okay should be put in business and understanding business and HR process right should be able to analysis the different kind of activities how to manage the competencies what is your talent management approach right so these are required for the leaders so these are competencies against to which you are going to be evaluate it so that is role matrix then once this competency are identified then you try to see that how critical.

And important each one of them are then next level what you are going to do you are going to identify that what is the positions level that is required in HR level HR leader for all these competencies right and that is how which I used to identify the competencies of the people associated with the particular role so here you have taken three examples sales marketing job and also HR job to explain how I am going to identify the fast scale required for different kinds of works thank you very much.