

Competency profiling/ Role analysis

Related services

Competency profiling

relates to all our organisational development, selection & assessment and individual development services, as it underpins effective interventions in all these areas

London Office:

41 Lothbury
London
EC2R 7HG

Tel: +44 (0)20 3178 6904

Fax: +44 (0)20 3170 8401

Email: info@cgr.co.uk

Web: www.cgr.co.uk

Manchester Office:

The Coach House
Parkfield Road South
Didsbury
Manchester
M20 6DA

Tel: +44 (0)161 445 0916

Fax: +44 (0)870 051 1867

Before you set any selection or development process in motion, you need to determine exactly what the job entails and what sort of person is needed to do it – you need to conduct a role analysis and construct a competency profile.

Every role has two components:

- activities – what the job holder **has to do** to meet responsibilities and deliver objectives
- competencies – the knowledge, skills, abilities and personal characteristics the job holder **needs to have** in order to perform the job activities successfully

Role analysis can be carried out on one role at one level, or across a number of roles at a number of levels. The ideal is a company-wide analysis of all roles, ensuring that all business functions are properly aligned and that all members of staff are equipped for their tasks. Company-wide or level-specific role analysis is essential to align the business plan to recruitment and selection, development and training, performance appraisal, pay and benefits, providing clear career paths and to promotion opportunities.

CGR's approach to role analysis uses structured interviews and tailor-made questionnaires to produce activity and competency definitions which are credible, robust and defensible. The exact approach will depend on your individual needs.

An example of a typical approach to role analysis would be a two-phase process. In the first phase we elicit qualitative information through structured interviews with job holders, their managers, and others familiar with the role in question. In addition, we may use other analytical techniques to provide descriptions of both the activities and the competencies. During the second phase – quantitative analysis – we seek information from a wider audience using questionnaires.

We recognise that role and competency profiles must be understood in order to be acceptable within the company. Commitment and enthusiasm from the top down are essential, and we therefore involve key influencers within the business from the start. As well as taking part in the information-gathering process, these key influencers are frequently involved in communicating the process and its results to all members of staff.

Most people reading a profile for the first-time are thrilled to gain some new insight into their working methods.