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## Introduction

A competency is a cluster of related abilities, commitments, knowledge, and skills that enables a person - or an organizational unit, area or group – to successfully perform "critical work functions" or tasks in a defined work setting. Competencies often serve as the basis for skill standards that specify the level of knowledge, skills, and abilities required for success in the workplace as well as potential measurement criteria for assessing competency attainment.

In order to capture organizational competencies related to competencies, Competency linked to Organizational Competencies is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed organizational competency and competency objects. The core idea of a Competency linked to Organizational Competencies Matrix is that it typically consists of organizational competency aspects in a list of columns, and another aspect is a set of competency columns (taken from the map), while the third and final aspect being the cross product between the rows and the columns.

This allows for the Competency linked to Organizational Competencies Matrix to relate (un)familiar objects to familiar objects in the different layers of an enterprise (composition discipline), usually in the form of a diagram, a table or a chart (e.g. rows and columns), thereby outlining direct (and possibly indirect) connection points between different kinds of objects while showing a common pattern of the objects and the relationship between them.

## Competency linked to Organizational Competencies

The Competency linked to Organizational Competencies Matrix provides you with a detailed overview of the cross relationships between organizational competencies and competencies (each identified with a unique name and ID number) that has been identified through the Competency Map, and then associated with the organizational units, areas and groups, enterprise capabilities, organizational functions, resources and actors, roles (organizational, service, process and application), owners (organizational, service, process, application/system, platform and infrastructure), and locations.

## How to use the Competency linked to Organizational Competencies

Identify, document and relate organizational competencies to the competencies (each identified with a unique name and ID number) that has been identified through the Competency Map, and then associated with the organizational units, areas and groups, enterprise capabilities, organizational functions, resources and actors, roles (organizational, service, process and application), owners (organizational, service, process, application/system, platform and infrastructure), and locations.

*For example:*

1. An organizational competency may have multiple yet specific associations with competencies, organizational units, areas and groups, enterprise capabilities, organizational functions, resources and actors, roles (organizational, service, process and application), owners (organizational, service, process, application/system, platform and infrastructure), and locations.
2. Multiple organizational competencies may have an association to any single specific competency, organizational unit, area or group, enterprise capability, organizational function, resource or actor, role (organizational, service, process and application), owner (organizational, service, process, application/system, platform and infrastructure), and location.

|    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |     |
|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|
| 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 |
|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|

|                             | What         | Where               |                     |                      | What                  | What/Who         | Who                 | What                    | Who                  | Where    | Who           |              |              |               |                            |                  |            |                |                      |
|-----------------------------|--------------|---------------------|---------------------|----------------------|-----------------------|------------------|---------------------|-------------------------|----------------------|----------|---------------|--------------|--------------|---------------|----------------------------|------------------|------------|----------------|----------------------|
| What                        | Competency # | Organizational Unit | Organizational Area | Organizational Group | Enterprise Capability | Resource / Actor | Organizational Role | Organizational Function | Organizational Owner | Location | Service Owner | Service Role | Process Role | Process Owner | Application / System Owner | Application Role | Data Owner | Platform Owner | Infrastructure Owner |
| Organizational Competency 1 | #            |                     |                     |                      |                       |                  |                     |                         |                      |          |               |              |              |               |                            |                  |            |                |                      |
| Organizational Competency 2 | #            |                     |                     |                      |                       |                  |                     |                         |                      |          |               |              |              |               |                            |                  |            |                |                      |
| Organizational Competency N | #            |                     |                     |                      |                       |                  |                     |                         |                      |          |               |              |              |               |                            |                  |            |                |                      |

Table 1: The Competency linked to Organizational Competencies Matrix.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Competency linked to Organizational Competencies Matrix, but there may be more (or fewer) relevant objects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular map.

Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.



The objects involved with Competency linked to Organizational Competencies is shown in Table 2.










| Objects used with Competency linked to Organizational Competencies                  |  |  |
|---|--|--|
| Notation  | Name   | Description  |
|    | Organizational Competency  | An integrated and holistic set of related knowledge, skills, and abilities related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to do something well.                                |
|    | Organization (organizational units, areas and groups)  | An arrangement or formation of resources that has a set of collective goals.   |
|    | Enterprise Capability  | An enterprise capability is an abstraction that represents the ability to perform a particular skillset (i.e. organizational competencies, personal competencies, business functions, processes, services, and technology).                                |
|   | Resource   | A specific person, expertise, data, information, material, machine, land, capital or organization that is required to accomplish an activity or as a means to act on behalf of the enterprise to achieve a desired outcome.                                |
|  | Actor  | Any person, organization, or system that may be assigned one or more roles. Actors may be internal or external to an organization.   |
|  | Organizational Function  | A cluster of tasks performing a specific class of jobs.  |
|  | Role (organizational, service, process or application roles)                                   | A part that something or someone has the rights, rules, competencies, and capabilities to perform. A resource and/or actor may have a number of roles (i.e. process role, service role or application role) and many actors may be assigned the same role. |
|  | Role (organizational, service, process, application/system, platform or infrastructure owners) | A part that something or someone has the rights, rules, competencies, and capabilities to perform. A resource and/or actor may have a number of roles (i.e. process role, service role or application role) and many actors may be assigned the same role. |
|  | Location   | A point, facility, place or geographic position that may be referred to physically or logically.   |

Table 2: Objects typically associated with the Competency linked to Organizational Competencies Matrix.



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