



Competency linked to Goals

Based on best practice Enterprise Modelling & Architecture principles

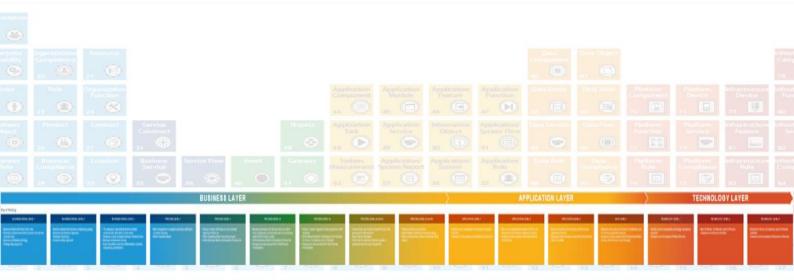


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Introduction

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 the goals related to competencies, Competency linked to Goals is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed goal and competency objects. The core idea of a Competency linked to Goals Matrix is that it typically consists of goal 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 Goals 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 Goals

The Competency linked to Goals Matrix provides you with a detailed overview of the cross relationships between goals 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 Goals

Identify, document and relate goals 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. A goal 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.
- Multiple goals 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.

	What	Where		What	What/ Who	Who	What	Who	Where	Who									
Why (Business informatio n or technolog y)	Compet ency#	Organizati onal Unit	Organiza tional Area	Organiza tional Group	Enterpris e Capabilit y	Resource / Actor	Organiza tional Role	Organizat ional Function	Organiza tional Owner	Location	Service Owner	Service Role	Process Role	Process Owner	Applicati on/ System Owner	Applicati on Role	Data Owner	Platform Owner	Infrastru cture Owner
Goal 1	#																		
Goal 2	#																		
Goal N	#																		

Table 1: The Competency linked to Goals Matrix.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Competency linked to Goals 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 Goals is shown in Table 2.

Objects used with Competency linked to Goals													
Notation	Name	Description											
۲	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.											
٩	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).											
(†ff)	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 many be assigned one or more roles. Actors may be internal or external to an organization.											
\bigotimes	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, rul competencies, and capabilities to perform. A resour- actor may have a number of roles (i.e. process role, or application role) and many actors may be assigned role.												
\odot	Location	A point, facility, place or geographic position that may be referred to physically or logically.											
\otimes	Goal (business, information or technology)	A desired result considered a part of the organizational direction aims, targets, and aspirations.											
ble 2: Objects typic	cally associated with the Competency	/ linked to Goals Matrix.											
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		Arization Application Information Opinci Task Service Statements for Service and Service a											
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