



Competency linked to Business Processes

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

The Competency linked to Business Processes Matrix provides you with a detailed overview of the cross relationships between business processes 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 Business Processes

Identify, document and relate business processes 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 business process 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 business processes 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								
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
Business Process 1	#																		
Business Process 2	#																		
Business Process N	#																		

Table 1: The Competency linked to Business Processes Matrix.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Competency linked to Business Processes 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 the taxonomy of your organization.



The objects involved with Competency linked to Business Processes is shown in Table 2.











Objects used with Competency linked to Business Processes		
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. products, 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.
	Business Process	A set of structured activities or tasks with logical behaviour that produce a specific service or product.

Table 2: Objects typically associated with the Competency linked to Business Processes Matrix.

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