**Assess skills and competencies needs**

**Team roles assessment:** In column #3 identify any employees that may fit the respective roles. Then assess strengths and weaknesses for each employee. Note that not all roles may apply to your team so feel free to add, delete, or erase rows as necessary.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Team Roles** | **Common**  **Traits (+ / -)** | **Which**  **Employee?** | **Competency** | **Strengths** | **Weaknesses** |
| **Thinking** | **1) Innovator** | Idea generator /  Bad communicator |  |  |  |  |
| **2) Monitor**  **Evaluator** | Good judgment /  Too critical |  |  |  |  |
| **3) Specialist** | Dedicated /  Too technical |  |  |  |  |
| **Action** | **4) Shaper** | Driven /  Offensive |  |  |  |  |
| **5) Implementer** | Action taker /  Less flexible |  |  |  |  |
| **6) Completer**  **Finisher** | Thorough /  Non delegator |  |  |  |  |
| **People** | **7) Team Worker** | Listener /  Indecisive |  |  |  |  |
| **8) Resource**  **Investigator** | Explores /  Loses interest |  |  |  |  |
| **9) Coordinator** | Delegator /  Manipulative |  |  |  |  |

**Assess skills and competencies needs**

**Competency map:** Print this matrix for each employee. Have your employees rate their level of proficiency for those competencies identified above. List the competencies on the outside and shade in pieces of the pie based each rating. If you have more than 8 competencies you can add lines through the circle as necessary.

**Tip:** use different shades to help show

which competencies need improvement

(ie: green for expert to red for none)

**Example:**

0

1

2

3

4

Competency

**Legend:**

0 – None

1 – Basic Understanding of competency

2 – Intermediate: Can demonstrate under supervision

3 – Proficient: Can supervise others

4 – Expert: Can apply in new ways

**Assess skills and competencies needs**

**Gap analysis:** Complete this table in conjunction with the competency maps completed above.

|  |  |  |
| --- | --- | --- |
| **Team objectives**  **or goals** | **Relevant competencies** | **Missing or required competencies** |
| 1) |  |  |
| 2) |  |  |
| 3) |  |  |
| 4) |  |  |
| 5) |  |  |
| 6) |  |  |
| 7) |  |  |
| 8) |  |  |

**Assess skills and competencies needs**

**Acquiring competencies plan:** Copy the missing/required competencies from the page above to the 1st column.Determine with your team who would like to obtain those missing competencies and how they will acquire them.

\* Do not forget to communicate with HR, should identify specific competencies that may require external resources.

|  |  |  |  |
| --- | --- | --- | --- |
| **Missing or required**  **competencies** | **How it can be achieved**  **(opportunities - ie: course,**  **CSPS, College, University?)** | **Interested employee**  **(name) or HR requirement** | **Employee’s plan for**  **acquiring competency** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |