

## Roles and Competency Mapping Guidance and Template

The purpose of a Roles and Competency Mapping document is to take a structured approach to identifying and cultivating the essential competencies needed for effective performance across different roles within your organisation.

The document can be also used to identify new job roles, or changes to existing roles, by aligning competencies to the organisation's goals and values to ensure that the organisation has the skills and knowledge required to support overall success.

This mapping document uses the NIH proficiency scale, which describes an individual's level of proficiency in a particular competency, with the following levels:

- 1: Fundamental Awareness (basic knowledge)
- 2: Novice (limited experience)
- 3: Intermediate (practical application)
- 4: Advanced (applied theory)
- 5: Expert (recognised authority)

### **How to complete this form**

1. Enter the competencies required to effectively carry out the specified job role or to match the organisation's goals/objectives.
2. For each competency, enter the required knowledge and skills to be demonstrated at each NIH proficiency level.

Content:

Page 2/3: Roles and Competency Mapping form completed with two competency examples.

Page 4: Blank Roles and Competency Mapping template

## Roles and Competency Mapping

Job Role:	Head Office Reception Team Leader
Signed off by:	Joan Wallis

Date Completed:	12/12/12
Date to be Reviewed:	14/14/14

Job Role Competencies	NIH Proficiency Scale Levels of Competency				
	Fundamental Awareness (basic knowledge)	Novice (limited experience)	Intermediate (practical application)	Advanced (applied theory)	Expert (recognised authority)
1. Customer Service	Understands basic customer service principles, such as greeting customers warmly, listening to their concerns, and maintaining a polite tone. Can follow simple instructions to assist customers with straightforward issues but may need help with more complex questions or complaints.	Can handle common customer enquiries independently and can explain standard products or services. Understands the importance of empathy and clear communication. Can apply standard procedures to resolve straightforward issues but may need support for escalated situations.	Frequently handles a variety of customer issues effectively, providing satisfactory answers and solutions for most enquiries without assistance. Applies problem-solving skills to address unexpected issues. Demonstrates a thorough understanding of the organisation's products and services and can adjust communication styles based on customer needs.	Consistently provides high-quality customer service, even in challenging situations. Able to troubleshoot complex customer issues and provide solutions efficiently. Proactively identifies customer needs and suggests relevant services or products. Coaches and advises newer team members on effective customer service techniques and adapts approaches to ensure customer satisfaction.	Recognised as a customer service expert within the organisation. Handles the most difficult or sensitive customer issues and can de-escalate high-stakes situations with skill. Develops customer service protocols and trains other employees in best practices. Suggests innovative ways to improve customer satisfaction and contributes to policy improvements that enhance the customer experience.

<p>2. Team Leading</p>	<p>Understands basic team-leading concepts, such as the importance of communication, assigning tasks, and monitoring progress. Can follow instructions from senior leaders to support team goals but does not yet have the experience to make independent leadership decisions.</p>	<p>Able to coordinate simple team tasks with some support and guidance. Communicates team objectives and deadlines clearly and starts to demonstrate accountability for team performance. Encourages team members and provides basic feedback but may still rely on supervisors for complex decision-making or conflict resolution.</p>	<p>Manages day-to-day team operations effectively, setting goals, assigning tasks, and providing constructive feedback. Uses problem-solving skills to address minor conflicts and challenges within the team and maintains motivation among team members. Regularly reviews team performance and adapts strategies to ensure goal achievement, showing growing confidence in independent decision-making.</p>	<p>Consistently demonstrates strong leadership by guiding the team through complex projects and helping members grow professionally. Effectively delegates, mentors, and provides in-depth feedback to enhance team performance. Can resolve conflicts with minimal guidance and communicates strategic goals clearly, aligning team objectives with organisational priorities. Recognised for creating a positive team environment and driving high performance.</p>	<p>Serves as a trusted leader and mentor within the organisation, often providing guidance to other team leaders. Demonstrates advanced leadership skills by successfully managing large, cross-functional teams or high-stakes projects. Innovates team strategies and structures to improve outcomes and efficiency. Known for fostering a collaborative culture, retaining top talent, and contributing to the development of organisational policies on team leadership.</p>
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The above example shows how each level builds on previous skills, helping employees and managers understand where an individual is on the scale and what steps they need to take to progress further in Head Office Reception Team Leader proficiency.

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Signed off by:	

Date Completed:	
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	Fundamental Awareness (basic knowledge)	Novice (limited experience)	Intermediate (practical application)	Advanced (applied theory)	Expert (recognised authority)
1.					
2.					
3.					
4.					
5.					
6.					
7.					