

Competency Matrices

The tool to securing sufficient expertise for
operating GTS systems safely and adequately

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Increasing popularity CM

- Increased (safety) **regulation**
- Increased **labour mobility**
- **Retirement** of baby boom generation
- Increased **attention HRM** and transparency



Increasing need for a **systematic approach**:
Competency Matrix

Some useful definitions

- **Competency:**

the ability of an individual or a group of individuals, to perform a job properly applying a combination of **knowledge, skills and behaviour.**

- **Competency matrix:**

A tool that compares the competencies of an individual, or groups of, employees with the competencies required to perform at an optimal level for a defined position, or set of positions.

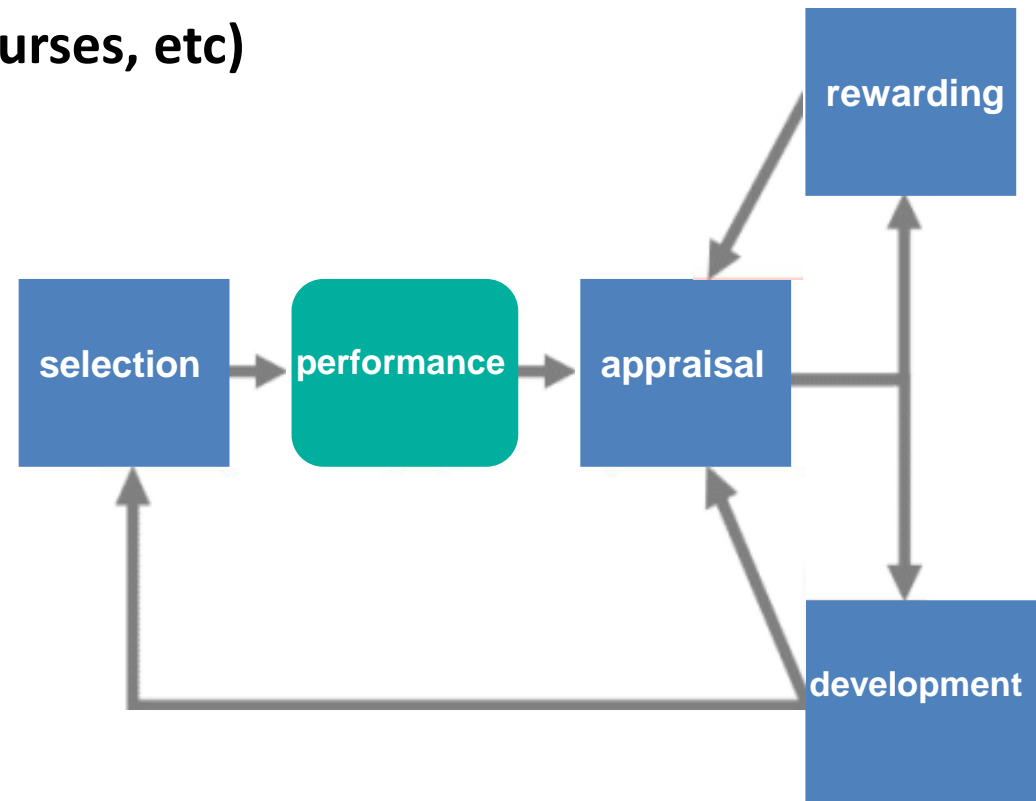
- **Competency matrix as a part of Competency Management:**

The systematic development and targeted use of employee skills to realise the objectives of the organisation

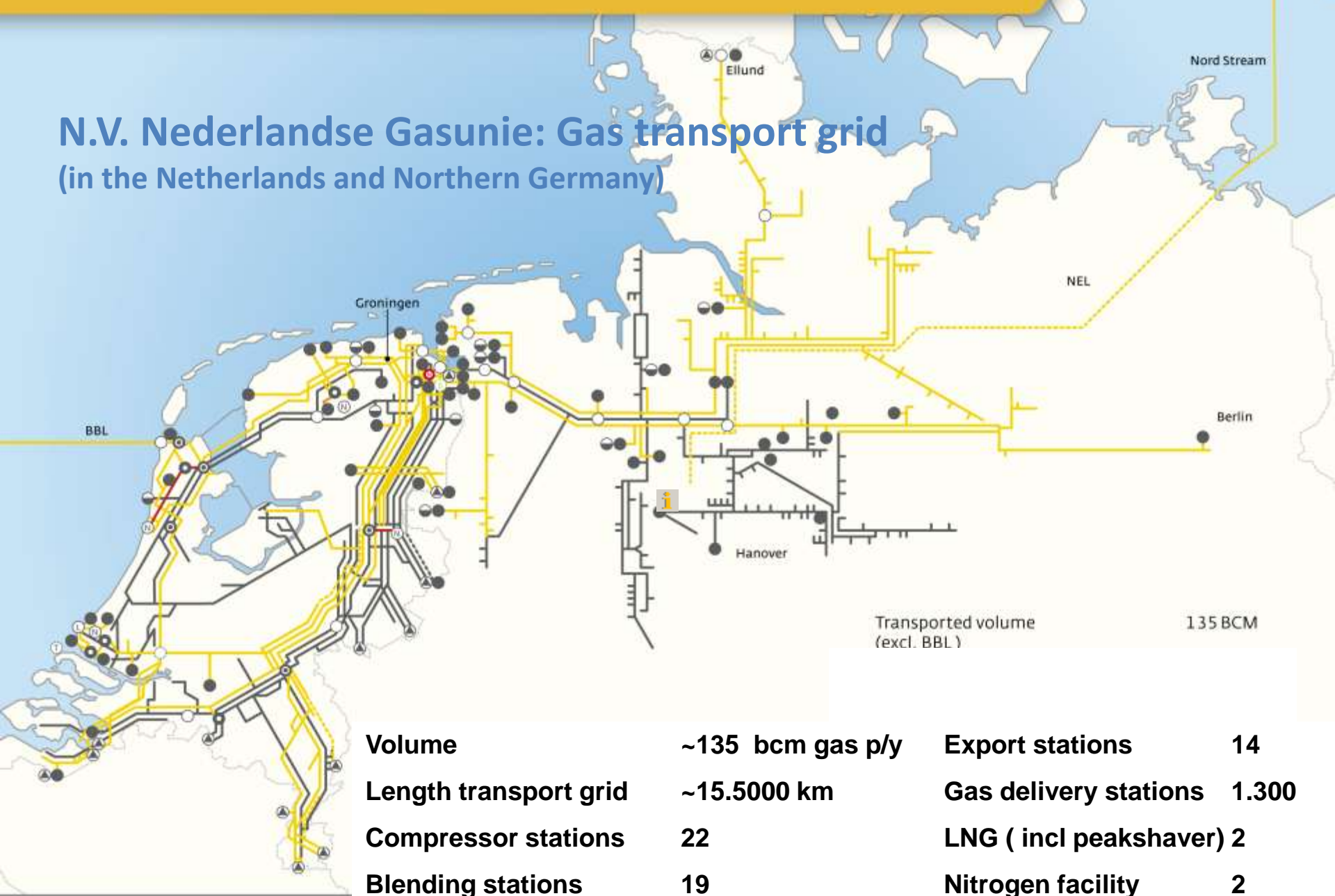


Competency Matrix in practice

- Varying **detail level**/ complexity tailored to goal
- **Building blocks:**
 - Knowledge (education, courses, etc)
 - Skills (hard and soft)
 - Behaviour
- **Integration in HR-cycle**



N.V. Nederlandse Gasunie: Gas transport grid (in the Netherlands and Northern Germany)



Volume	~135 bcm gas p/y	Export stations	14
Length transport grid	~15.5000 km	Gas delivery stations	1.300
Compressor stations	22	LNG (incl peakshaver)	2
Blending stations	19	Nitrogen facility	2
Pressure regulating stations	93	Underground storage	1

The Case of Gasunie (1)

- Basis of Competency Library are behavioural competencies tied to strategic goals
- One of main goals: A **common language** to communicate
- Maximum of 6-8 competencies per job profile (example field technician)
 - 2 company wide: **result focus** and **collaboration**
 - 2 unit operations wide : **customer focus** and **accuracy**
 - 2 specific job/role related: **stress resistance** and **communication skills**
- Integration in HRM-cycle
 - I.e. used in recruitment and job advertisements



The Case of Gasunie (2);

Example of competency **collaboration**

- Based on observable behaviour, different levels
 - Level 1: Is co-operative
 - Level 2: Takes consideration for others
 - Offers colleagues assistance without being asked
 - Explains activities and processes
 - Respects others
 - Is positive about others
 - Makes concessions to achieve common goals
 - Level 3: Open for input from others
 - Level 4: Supports and motivates others
 - Level 5: Builds commitment

- For each job the required level is determined
- Gaps are input for development plan



Conclusions

CM can be a very **useful tool** when:

- Shared project of HR and Technical department
- Integrated in the HR Cycle
- The right culture is in place



BENEFITS

- Higher rate of employee development
- Improved communication (on behaviour possible)

Competency matrix:

No silver bullet for all your HR challenges but a useful tool



25th world gas conference
“Gas: Sustaining Future Global Growth”

Thank you!

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