



**GLOBAL  
INITIATIVE**  
AGAINST TRANSNATIONAL  
ORGANIZED CRIME

# MANAGER GUIDE – COMPETENCY FRAMEWORK DISCUSSION

## Preparation

### 1. Review the Competency Framework

- Familiarize yourself with the competency framework relevant to the team member's role.
- Understand the key competencies, their definitions, and the expected behaviours associated with each competency.

### 2. Gather Information

- Collect relevant information on the team member's performance, achievements, and areas that may need improvement. Review any previous performance evaluations and feedback.

### 3. Identify Specific Goals

- Determine the objectives and goals of the meeting, considering the team member's career aspirations and the organization's needs.

### 4. Schedule the Meeting

- Contact the team member in advance to schedule the meeting, ensuring that it is a convenient time for both of you, when you can have an uninterrupted conversation.

### 5. Set Expectations

- Tell the team member to review the competency model and assess themselves on each of the elements.
- Tell them to be ready to provide examples to support their assessment.
- Tell them that at the end you will reach a decision based on the discussion and your final judgment.

## Conduct the Meeting

### 1. Welcome and set the tone

Begin the meeting by setting a positive and collaborative tone for the discussion.

### 2. Discuss the purpose of the meeting

Explain that the purpose of the meeting is to align the team member's skills, competencies, and career aspirations with the organization's competency framework.

### 3. Self-Assessment

Ask the team member to share their assessment of their strengths and areas for development within the competency framework. Ask open-ended questions to promote self-awareness.

### 4. Manager Assessment

Share your observations and assessment of the team member's performance within the competency framework. Provide specific examples and feedback, both positive and constructive.

### 5. Gap Analysis

Discuss the gaps or misalignments between the team member's self-assessment and your assessment. Focus on identifying areas where you believe improvement or further development is needed.

### 6. Development Plan

Collaboratively develop a plan for addressing competency gaps and enhancing strengths. Discuss training, mentorship, on-the-job experiences, or other development opportunities.

### 7. Set SMART Goals

Work with the team member to set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals related to competency improvement.

### 8. Support & Resources

Discuss the support and resources available to help the team member achieve their goals, such as training programs, coaching, or access to learning materials.

### 9. Timeline & Check-Ins

Establish a timeline for reviewing progress and scheduling follow-up meetings to track development and offer ongoing feedback and support.

### 10. Encourage Questions

Allow the team member to ask questions and seek clarifications on any aspects of the discussion.

### 11. Summarize and Document

Summarize the key points of the discussion, including the competency goals, development plan, and timelines. Document the meeting outcomes and share a copy with the team member.

### 12. End on a Positive Note

Conclude the meeting by expressing confidence in the team member's ability to develop their competencies and contribute to the team's success.

## Follow-Up

- After the meeting, regularly check in with the team member to monitor progress, provide feedback, and adjust the development plan as necessary.
- Ensure that the team member has the necessary resources and support to achieve their competency goals.
- Keep detailed records of the team member's progress to facilitate future evaluations and career development discussions.

**Remember that this meeting is an opportunity to support the team member's growth and align their competencies with the organization's goals, fostering a sense of ownership and engagement in their professional development.**