

Designing and Implementing Competency Frameworks

Duration: 3 Days

Introduction

Competency frameworks are an essential vehicle for achieving organizational performance and they are embraced by progressive organizations who integrate competency-based human resource management processes into their recruitment and selection, performance management and succession planning activities. Competencies represent the language of performance articulating both the expected outcomes of an individual's efforts and the manner in which these activities are carried out.

Course Aim

This highly interactive event utilises simulations and practical activities to enable you to develop, construct and apply the techniques of competency framework development. During the workshop you will develop your knowledge through a range of activities and methodologies including: facilitated learning, case studies and personal feedback. The workshop materials will include comprehensive templates for you to use to construct your framework.

Course Content

Getting Started – Where & How will this approach make a measurable difference

Competencies can be used in a number of different ways to support your talent management strategy, including: recruitment and selection; individual assessment and development; performance management; team assessment; coaching; career development; succession management; and organizational culture and readiness assessments. The process is completely customizable, so where do you start? During this session you will start the process by taking a look at your organisation, how it has evolved and its development needs. We will also consider what is broken and this should give you an idea about where to start the process.

- ✿ How would you describe your organisation? Perhaps it is exciting, innovative and fun, or maybe it's traditional, stake and retrenching. The context of your organisation and the business you are in will have an impact on your approach to competency introduction and so a brief audit of where your organisation is may well help you to identify the issues you need to address when implementing a competency based approach
- ✿ Activity: Organisational Position Audit
- ✿ Group Discussion – How well is your organisation positioned to accommodate this transition?
- ✿ Activity: SWOT Internal and external analysis of the issues that face your industry and the impact on your plans to introduce competencies, including

demographics, new technology, economic indicators, political changes, market position and legal changes

- ✿ Activity: Why use competencies? What are the symptoms that indicate use of a competency framework will help me to address some of the problems?

Uses of Competencies as an aid to identify standards and measurement

You can introduce competencies into an organisation anywhere where measurement of people's performance is necessary. It is essential however that you are able to clarify exactly what you intend to get out of the competency framework and which internal processes will be involved. The tools and examples and that we use during this session will enable that clarity.

- ✿ Using competencies to reduce subjectivity during recruitment and selection
- ✿ Performance management – overcoming the limitations of objectives design your competency statements to describe What should be delivered and How Well or to what degree of competence
- ✿ Clear competency statements will help to clarify precisely what needs to be learned or further developed. Therefore training needs become far more specific
- ✿ Succession is inevitable! Succession process should identify the competencies required by individuals in your talent pool and prepare them for a seamless transition into their role.
- ✿ Activity: Identify priority areas in your organisation and the likely benefit

Collecting the Information

One of the most important aspects of a competency scheme is the relevance, validity and accuracy of the competency statements. There are a number of techniques for gathering the information required to enable you to construct competency statements that describe effective performance. This session will provide you with some tools and templates that you can use to identify the critical factors and key points for each job

- ✿ Analysing Actions, Skills, Knowledge, Attitude, Behaviour and Emotions
- ✿ Critical Incident Analysis – examining unexpected success and failures
- ✿ Behavioural Event Interviews
- ✿ Repertory Grid and Comparative Analysis
- ✿ Job Analysis

Constructing a Competency Framework

A competency statement describes 2 aspects of performance, WHAT a person achieves in performing the job and HOW they get it done. It is essential that we can differentiate between a superior performance and a mediocre performance. A competency framework that is constructed with very specific criteria can often restrict people; however, some roles are subject to regulatory and legal processes that must be followed without deviation. This session will provide you with the tools to design and structure your framework.

- ✿ Examining effective and ineffective competency statements
- ✿ Writing competency statements for your role

- ✿ Identifying grades or levels
- ✿ Designing a core competency framework based on group values
- ✿ Exploring rating scales and their suitability for your organisation

Planning a Pilot Study

You would be well advised to test and evaluate your plans with a pilot group prior to a company wide roll out. The introduction of a competency based approach can be a very emotive subject and therefore the benefits need to be thoroughly thought through and communicated. A pilot allows you to discover what works and what need amending to put things on track before too many people are using the framework.

- ✿ What to pilot –checking your intentions
- ✿ Structuring the perceptions of those involved
- ✿ What training will be needed by those involved?
- ✿ What supporting processes and documentation do we need to consider?
- ✿ How will we measure success?

Assessment & Competency Frameworks

A wide variety of techniques or instruments exist to assess competence. These include specific work-based ability and aptitude tests, as well as traditional methods of performance appraisal and evaluation. Recent years have seen a dramatic rise in the use of direct observation at work by trained assessors, and peer assessment techniques or 360 degree feedback. All require the careful review of work behaviour against a clearly defined set of indicators shown to be associated with successful performance.

- ✿ Self Assessment
- ✿ Verifying assessment via 360 feedback
- ✿ Observation – skills assessment
- ✿ Selecting materials for Assessment centres
- ✿ Ensuring the validity of tests
- ✿ The limitations of interviews