

Competencies - How to write them and use them

Introduction

Competency frameworks describe the behaviours required for individuals and organisations to succeed.

It is widely accepted that a good competency framework should be central to all HR activity from selection, development to appraisal.

However, designing effective competency frameworks that are easy to understand and implement in organisations can be difficult.

In this course we will explore:

- What are competencies?
- How to develop them?
- How to embed them in performance management processes?
- How to link them to succession and talent planning?

Objectives

By the end of this course participants will be able to:

- Explain what competencies and competence are
- Explain how to carry out job analysis
- Plan to develop the competency framework(s) for Pasha Bank
- Explain how competencies support talent and succession planning and management

Content

A sample of what is covered includes:

Background to competencies

Background to job analysis

The job description

- Using job descriptions

Conducting a job analysis

- Do's and don'ts
- Know the difference between skills, background, responsibilities and functions
- How to gather relevant information
- How to identify essential functions of any job
- An introduction to job analysis
- The need for job analysis

- Scientific or judgemental approach

Job analysis techniques

- Definition of role and job analysis
- Examine different methodologies
- Selecting benchmark jobs
- Collecting, recording and analysing information

Integrating job analysis data

Defining competencies

Core competencies and functional competencies

Examples

- 31 core competencies explained
- The national occupational standards for management and leadership
- The Management Charter Initiative (MCI) personal competence model
- Boyatzis competence framework

Sources of information including:

- The framework of National and Scottish Vocational Qualifications

Developing competencies

- Types of framework
- Sources of information
- Ranking, prioritising and evaluating competencies
- Real world testing
- Benchmarking
- Legal requirements
- Applicability of competency frameworks
- Uses of competencies
- Effective implementation
- Developing competencies - planning and starting
 - Practical session on developing real competencies
 - A step by step approach

Talent and succession

- Performance management - more than appraisal
- Changing expectations
- What effective performance management looks like in world class organisations
- Measuring performance
- Performance Vs business needs
- Developing a performance culture

Workforce planning

Human capital

- What it is and how we measure it

Talent management

- Developing a strategy to determine what we need to meet the current and future demands of the business plan

- Establishing processes to measure competence - required and available
- Creating a range of developmental tools and processes to provide tailored approaches depending on the individual needs of employees
- Identifying ways to obtain and retain those who are critical to success
- Establishing suitable approaches to deal with those who no longer fit organisation requirements
- Identifying potential
- Developing potential
- Nurturing and retaining talent

Succession planning

- What it is and how it fits with your talent strategy and management
- Why you undertake succession planning and what the benefits are
- Latest research and findings on succession planning and development
- Defining what is critical in succession planning for your organisation's success
- Defining the talent critical to your organisation's objectives and success
- Planning for the next generation of leaders
- Identifying the critical roles and pathways
- Creating a culture and environment that supports succession planning, and the role of senior management
- Linking succession planning to the wider business agenda
- Potential pitfalls of succession planning, including managing equality of opportunity and diversity
- Identifying performance, potential and individual motivation processes and mechanisms to support succession planning and talent management
- Managing expectations and aspirations
- The individual's ownership of their progression

Talent selection and integration

- Past behaviour as the best predictor of future behaviour
- Competency based and behavioural interviewing

Issues, challenges and potential poor outcomes in talent management and succession planning

- Law of unintended consequences

Issues and challenges and how to plan for them or avoid them

