

SCRIPT – COMPETENCY FRAMEWORK

Cover Page – Slide 1

I welcome you all to this exciting session on Competency Framework.

Come along with me.

Learning Outcomes – Slide 2

At the end of this session, it is my belief that we would have achieved the following Learning Outcomes:

- Explain the concept of a Competency Framework.
- State the benefits of a Competency Framework.
- Discuss the practical applications of a Competency Framework, and,
- Describe the steps involved in developing a Competency Framework.

Introduction – Slide 3

To help your business succeed, it is critical for any organization or company to determine and measure success and effectiveness among teams and individual employees.

A competency framework can assist you in determining the skills, attitudes, and behaviors that employees require to do their jobs well.

If you want to work in talent leadership or management, learning more about competency frameworks and how to build them can help you develop marketable skills for your career.

We will look at what a competency framework is, how to create one, the practical applications, and the benefits of a competency framework for business.

What is Competency Framework? – Slide 4

A competency framework is a measurement of the skills, judgment, knowledge and attributes of a particular job or position to help employees perform a role effectively and recognize qualified candidates for job applications.

It defines a set of competencies for each role in your department, business or company and showcases the values, behaviors and requirements an organization strives for to reach its goals and objectives. The competency framework essentially aligns personal performance with corporate values.

All industries benefit from creating competency frameworks, whether nonprofit or for-profit companies. Depending on your business or organization, your competency framework might include the following elements:

- **Core values:** Core values are principles that influence decisions, actions and behaviors. An organization often includes these to set ethical standards and codes of conduct regardless of a specific position or role.
- **Core competencies:** Core competencies often act as a foundation of the framework and apply to all roles and staff members.
- **Functional competencies:** Functional competencies often get defined by the responsibilities and duties of a certain position, title or role. Depending on a job's complexity, there may be several functional competencies listed or just a few.

Developing a competency framework takes time, effort and a comprehensive approach.

Some ways to build a competency framework for your business include:

- Collaborating with external consultants skilled in creating competency frameworks
- Creating a broad competency framework for the entire organization and using it as the foundation for more specific frameworks shaped by each department or team
- Using a competency framework template of common and standardized skills and customizing it to your specific company needs

Benefits of a Competency Framework – Slide 5

There are several benefits to defining a competency framework for your business or organization, including:

- **It creates a company-wide standardized performance approach.**

A competency framework offers a clear and accessible outline of how all roles relate to the business, its goals and success. Each employee has a reference for job duties, skills required and a vision for how to perform their job well without the confusion of any expectations.

- **It establishes a talent management baseline.**

Because competency framework reveals expectations clearly, it can make the job of a talent management or human resource team easier. You can compare the performance of employees against the competency framework to recognize those who exceed in their position and those who have room for improvement. It can help conversations go smoothly with documentation to refer to, as well.

- **It promotes career progression.**

An effective competency framework plans for staff mobility and organizational change while promoting company culture. It can address skills gaps, invest in employees and outline career progression requirements. Keeping talent and having high retention rates offers cost savings and an increased company reputation, too.

- **It integrates human resources and talent management elements:**

With competency frameworks established, you can integrate your human resource management aspects like staff planning, recruitment, professional development, performance management and compensation reviews for efficiency.

Human resources, talent management teams and managers or leaders often benefit from creating a competency framework for the company, department or team because you set clear expectations for immediate use and into the future.

Practical Applications of a Competency Framework – Slide 6

A competency framework for your business or organization has many practical uses, including:

- Ensuring employees have the expertise and sufficient capabilities to perform the work required of them.
- Recruiting, hiring and training new talent effectively.
- Reducing skill and knowledge gaps.
- Planning for growth, succession or expansion effectively.
- Providing professional development and leadership training.
- Implementing change management processes with ease and effectiveness.

Design Principles of a Competency Framework – Slide 7

Developing a competency framework can take considerable effort. To make sure the framework is used as needed, it's important to make it relevant to the people who'll be using it – and so they can take ownership of it.

The following three principles are critical when designing a competency framework:

1. **Involve the people doing the work** – These frameworks should not be developed solely by HR people, who don't always know what each job actually involves. Nor should they be left to managers, who don't always understand exactly what each member of their staff does every day. To understand a role fully, you have to go to the source – the person doing the job – as well as getting a variety of other inputs into what makes someone successful in that job.
2. **Communicate** – People tend to get nervous about performance issues. Let them know why you're developing the framework, how it will be created, and how you'll use it. The more you communicate in advance, the easier implementation will be.
3. **Use relevant competencies** – Ensure that the competencies you include apply to all roles covered by the framework. If you include irrelevant competencies, people will probably have a hard time relating to the framework in general. For example, if you created a framework to cover the whole organization, then financial management would not be included unless every worker had to demonstrate that skill. However, a framework covering management roles would almost certainly involve the financial management competency.

How to Develop a Competency Framework – Slide 8

There are six main steps in the competency framework development process. Each step has key actions that will encourage people to accept and use the final product.

1. Organize and Prepare to Develop the Competency Framework.
2. Collect Data from Staff to Develop the Competency Framework.
3. Build the Competency Framework.
4. Approve or Revise the Competency Framework.
5. Communicate the content of the Competency Framework to Staff, and,
6. Implement the Competency Framework.

So, we would be looking at the details of the four steps involved in developing a competency framework.

Organize and Prepare to Develop the Competency Framework – Slide 9

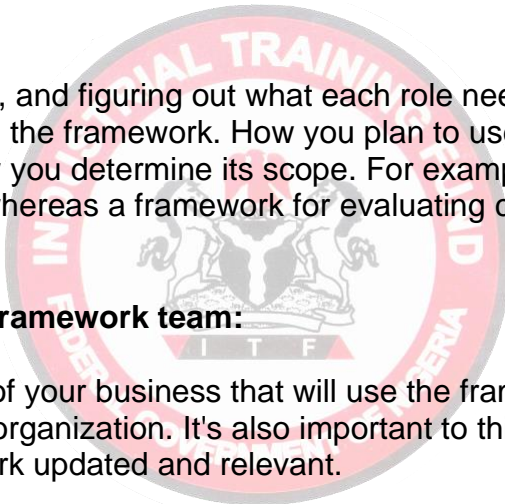
Organization and Preparation is the first step in developing a Competency Framework, in order to achieve that, we would have to do the following:

1. **Define the purpose:**

Before you start analysing jobs, and figuring out what each role needs for success, make sure you look at the purpose for creating the framework. How you plan to use it will impact whom you involve in preparing it, and how you determine its scope. For example, a framework for filling a job vacancy will be very specific, whereas a framework for evaluating compensation will need to cover a wide range of roles.

2. **Create a competency framework team:**

Include people from all areas of your business that will use the framework. Where possible, aim to represent the diversity of your organization. It's also important to think about long-term needs, so that you can keep the framework updated and relevant.



Collect Data from Staff to Develop the Competency Framework – Slide 10

This is the main part of the framework. Generally, the better the data you collect, the more accurate your framework will be. For this reason, it's a good idea to consider which techniques you'll use to collect information about the roles, and the work involved in each one. You may want to use the following:

- **Observe** – Watch people while they're performing their roles. This is especially useful for jobs that involve hands-on labor that you can physically observe.
- **Interview people** – Talk to every person individually, choose a sample of people to interview, or conduct a group interview. You may also want to interview the supervisor of the job you're assessing. This helps you learn what a wide variety of people believe is needed for the role's success.
- **Create a questionnaire** – A survey is an efficient way to gather data. Spend time making sure you ask the right questions and consider the issues of reliability and validity. If you prefer, there are standardized job analysis questionnaires you can buy, rather than attempting to create your own.
- **Analyze the work** – Which behaviors are used to perform the jobs covered by the framework? You may want to consider the following:
 - Business plans, strategies, and objectives.
 - Organizational principles.
 - Job descriptions.
 - Regulatory or other compliance issues.
 - Predictions for the future of the organization or industry.
 - Customer and supplier requirements.

Build the Competency Framework - Slide 11

This stage involves grouping all the behaviors and skill sets into competencies. Follow these steps to help you with this task:

- **Group the statements** – Ask your team members to read through the behavior statements, and group them into piles. The goal is to have three or four piles at first – for instance, manual skills, decision-making and judgment skills, and interpersonal skills.
- **Create subgroups** – Break down each of the larger piles into subcategories of related behaviors. Typically, there will be three or four subgroupings for each larger category. This provides the basic structure of the competency framework.
- **Refine the subgroups** – For each of the larger categories, define the subgroups even further. Ask yourself why and how the behaviors relate, or don't relate, to one another, and revise your groupings as necessary.
- **Identify and name the competencies** – Ask your team to identify a specific competency to represent each of the smaller subgroups of behaviors. Then they can also name the larger category.

Approve or Revise the Competency Framework – Slide 12

Review your competency framework to establish if the behaviours outlined are relevant and needed for the role to be done effectively and achieve high work performance. You can revise competencies as needed or approve as written.

For each item, ask these questions:

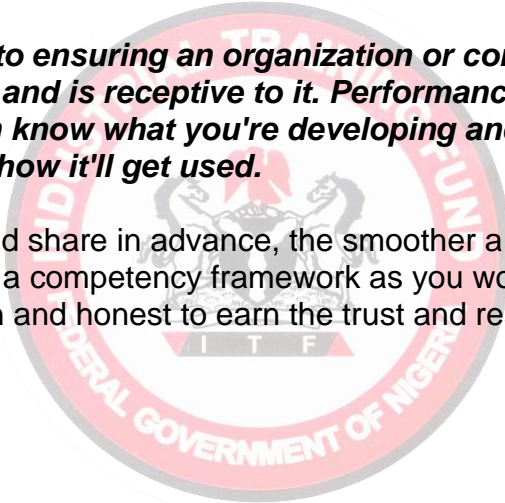
- ***Is this behavior demonstrated by people who perform the work most effectively? In other words, are people who don't demonstrate this behavior ineffective in the role?***
- ***Is this behavior relevant and necessary for effective work performance?***

These questions are often asked in the form of a survey. It's important to look for consensus among the people doing the job, as well as areas where there's little agreement. Also, look for possible issues with language, or the way the competencies are described, and refine those as well.

Communicate the content of the Competency Framework to Staff– Slide 13

Communication is essential to ensuring an organization or company knows about a competency framework plan and is receptive to it. Performance management can intimidate teams, so be sure to let them know what you're developing and why, how the competency framework gets created and how it'll get used.

The more you communicate and share in advance, the smoother a transition and implementation often is. Consider approaching a competency framework as you would with any change management process. Be open and honest to earn the trust and respect of your colleagues to achieve a better end result.



Implement the Competency Framework to Staff – Slide 13

After you communicate your plans about a competency framework, designate when it takes effect. Share with teams how you'll update it in the future and procedures for amending it with changes. As you implement your competency framework, consider these objectives:

- **Offer training and coaching.**

Review or create a supportive training and coaching process for your employees throughout implementing your competency framework and into the future. You can do this in a variety of ways, including through online training, effective communications, leadership support, grace periods, goal setting or career development programs.

- **Praise and reward competencies on your team.**

Review company practices and policies to make sure you have a rewards method in place or establish one if it is lacking. It can boost employee morale and increase productivity when people receive recognition and encouragement for doing a job well done.

- **Keep the framework simple.**

A simple and easy-to-understand competency framework helps ensure the document is useful to your team and promotes motivation and productivity. If parts of your competency framework naturally require more details, make sure you thoroughly explain so teams comprehend it.

- **Connect the framework to company goals.**

Link individual and team competencies to organizational goals and company values often to show how each employee contributes to the overall success of your business. It can help generate enthusiasm, productivity, employee satisfaction and retention rates when people feel valued in the work they do.



Conclusion – Slide 14

Hey, so in the past few minutes, we have been able to look at:

- Concepts of a Competency Framework.
- Benefits and Practical Applications of a Competency Framework
- Design Principles of a Competency Framework, and,
- How to Design a Competency Framework.

Creating a competency framework is an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of people in your organization. The framework allows you to measure current competency levels to make sure your staff members have the expertise needed to add value to the business. It also helps managers make informed decisions about talent recruitment, retention, and succession strategies. And, by identifying the specific behaviors and skills needed for each role, it enables you to budget and plan for the training and development your company really needs.

The process of creating a competency framework is long and complex. To ensure a successful outcome, involve people actually carrying out the roles to evaluate real jobs, and describe real behaviors. The increased level of understanding and linkage between individual roles and organizational performance makes the effort well worth it.

Thank you and Stay Safe. Bye

