Competency Profiling
Learning Bites

- Grasp the concepts and the framework of Competency Profiling

- Appreciate the impact of having a successful and competency-based HR program

- Implement and define the structure within your organization the concepts learned from the course

- Monitor and maintain a competency-based performance management and its continual improvement
“A squirrel survives the winter not because of it’s severity but because of its preparation for the winter.”
COMPETENCY vs. COMPETENCE

• **Competency**: A person-related concept that refers to the dimensions of behavior lying behind competent performer.

• **Competence**: A work-related concept that refers to areas of work at which the person is competent.

• **Competencies**: Often referred as the combination of the above two.
Definition of Competency

Skill
Job Attitude
Knowledge

Observable Behavior

Job Performance

Competency
Types of Competency

- Organizational Vision/Mission
  - Succession Planning
  - Business Strategy
  - Recruitment and Selection
  - Customer Derived Competencies
  - Role Analysis, Individual Competency
  - Training and Development
  - Performance Management
  - HR Systems Design and Applications
  - Career Development
  - Compensation and Incentives
Competency and Job Description

• Job description looks at **what**, whereas competency model focuses on **how**.

• Traditional job description analysis looks at **elements of the jobs** and defines the job into **sequences of tasks necessary to perform the job**

• Competency studies **the people who do the job well**, and defines the job in terms of **the characteristics and behaviors of these people**.
Types of Competency

Managerial competency (*soft competency*)
This type of competency relates to the ability to manage job and develop an interaction with other persons. For example: problem solving, leadership, communication, etc.

Functional competency (*hard competency*)
This type of competency relates to the functional capacity of work. It mainly deals with the technical aspect of the job. For example: market research, financial analysis, electrical engineering, etc.
Competency Profiling

*It is a systematic approach to align individual performance to business strategy and goals.*
This process allows an organization to develop core (organizational), leadership and functional competencies to compete now and in the future.
Types of Competencies

- Core Competencies
- Role Competencies
- Functional Competencies
- Behavioral Competencies
The Iceberg Model

Skills
Knowledge
Values
Self-Concept
Traits
Motives

Uses Microsoft
Has a degree in Computer Science
Balances work & family
Shows confidence
Is calm
Likes achieving goals
The competency framework will be the basis for all HR functions and serve as the "linkage" between individual performance and business results.
Key Success Profile

**What People KNOW**
Technical and/or professional information needed to successfully perform job activities

**What People CAN DO**
A cluster of behaviours performed on a job

**What People HAVE DONE**
Educational and work achievements needed to successfully perform job activities

**Who People ARE**
Personal dispositions and motivations that relate to job satisfaction, job success or failure
Benefits of Using Competency Model

For Managers, the benefits are:

- Identify performance criteria to improve the accuracy and ease of the hiring and selection process.

- Clarify standards of excellence for easier communication of performance expectations to direct reports.

- Provide a clear foundation for dialogue to occur between the manager and employee about performance, development, and career-related issues.
Benefits of Using Competency Model

For *Employees*, the benefits are:

- Identify the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role.

- Support a more specific and objective assessment of their strengths and specify targeted areas for professional development.

- Provide development tools and methods for enhancing their skills.
Summary

- Value and behavior-based assessment and development represents a powerful methodology for measuring, monitoring and developing employee performance.

- Research has provided a robust methodology for identifying key competencies and embedding them within HRD policies.

- Basing organizational transformation around value alignment demands integrated HRM systems to engender the behavioral shift required.

- Managed effectively, this offers the potential to enhance organizational preparedness, agility and reliability in a way which retains key knowledge workers.
Thank you very much!

For more info
Contact us

info@eccigroup.com

www.eccigroup.com