



Competency Modelling

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- ✓ Using competency identification as the basis of your performance management system.



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Competency Modelling

Introduction

Structural Efficiency :

The emerging global micro-economic reform agenda and the search for structural efficiency in industry as a result of globalisation has resulting in the introduction of competency based systems. The goal is to identify and implement a new way of harnessing, developing and using the skills of its workforce.

Description of Work :

The key to the competency model is its degree of flexibility. The model is based on the premise that work can be described by a standard set of statements (units of) competency.

Competency :

The competency approach attempts to identify competencies that were generic, under the umbrella of which organisation could identify specific competency needs in the context of their vision, mission and goals. The term competency indicates work performed to a pre-determined standard.



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What is competency?

Competency

“The demonstration of knowledge and skill to required standards in a given context to produce a product or service and the ability to transfer the knowledge and skills to new and differing context”.

Developing A Competency Model

The competency approach attempts to identify competencies that were generic, under the umbrella of which the organisation could identify specific competency needs in the context of their vision, mission and goals. The term competency indicates work performed to a pre-determined standard.

Once the position-wise competencies are identified, competencies for the workplace are written up in a particular format called competency standards which will be used as a standard for all the departments.

Put more simply, competency refers to:

“the necessary knowledge and skills to perform a particular work role to the standard required within industry”

Standard

Once identified, competencies for the workplace have been written up in a particular format called competency standards. Appendix 1 provides an excerpt from a competency standards document with explanatory notes. Appendix 2 and 3 provide an idea of what competencies are and how it can be linked to a position.



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Benefits of identifying key competencies in the organisation

-  Tool for use in quality management and review of standards
-  Tool for applying standards to curriculum and resource development
-  Tool for use in the development and implementation of assessment
-  Tool for use in recognition of prior learning and current competence
-  Tool for use in career guidance and career management
-  Tool for use in staff selection
-  Provides a better link between workplace competencies and performance
-  Provides valuable benchmarks across occupation in employment related areas
-  Provides a clear milestone for localization programme

What is the difference between competency and concepts previously used?

Learning

In the past, employers have described the attributes necessary to undertake a particular job successfully in terms of attitudes, skills, knowledge (ASK) without reference (except in the most general sense) to a standard of performance. It has long been known, however, that just the possession of knowledge, a particular skill or the 'right' attitude does not guarantee competent performance.

Performance

Rather, it is the most dynamic concept of how these three components are utilised and integrated in the workplace that is a true indicator of the good performer. The term competency refers to this more dynamic concept...shifting the focus from what people "have" for what they can "do". Demonstration ("doing it") and assessability ("measuring it") are key attributes of the competency concept. It is about learning and performance, the vision of SMR.



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What is the difference between competency and concepts previously used?

The areas in which the competency concept is providing advantages:

Mobility

The workplace must be flexible i.e. able to respond to new competency needs quickly.

By the establishment of competency standards, the competencies needed to undertake work within one part of the organisation could be easily adapted/ equated with those of another part. This will make movement between departments/jobs easier.

Effectiveness

In addition, the concept of competency has tangible advantages when used as a means of recruiting, selecting, appraising, deploying and training staff.

These advantages include:

- more precise definition of requirements to do a particular job well;
- more equitable and effective selection and recruitment of staff;
- measurable performance criteria;
- greater knowledge of workforce competency mix;
- easier and more accurate identification of necessary training;
- avoidance of unnecessary training.



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What is the difference between competency and concepts previously used?

Education

The identification of an individual's competencies (whether acquired on the job or elsewhere) can prove that individual with credits or advanced standing in certified vocational education programs. This is done through a process called the **Recognition of Prior Learning** which is a formal assessment process that may be done in the workplace or by an education institution.

-  Tool for use in quality management and review of standards
-  Tool for applying standards to curriculum and resource development
-  Tool for use in the development and implementation of assessment
-  Tool for use in recognition of prior learning and current competence
-  Tool for use in career guidance and career management
-  Tool for use in staff selection
-  Provides a better link between workplace competencies and school and post school curriculum
-  Provides valuable benchmarks across occupation in employment related areas



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Writing/re-writing job descriptions in outcomes terms

Job Profiling

Current job description forms focus on tasks and essential and desirable knowledge and skills. A new way of profiling a job has been developed which focuses on:

- linkage of the job to specified organisation requirements for the area of work;
- key products and services on the job;
- competencies needed to produce the required products and services;
- Performance standards required in the job.

Advantages

Re-defining job descriptions in this way will broaden the uses of the job profile statement because it will:

- describe the link between the organisation program outcomes and role of the job;
- make redundant the need to have a separate planning process for performance management;
- provide clear performance standards for performance appraisal generally and for the identification and management of sub-standard performance in particular;
- more accurately define individual training needs;
- Encourage line managers to keep job profile statements up to date as programs and products/services change.

Work Involved

Short Term: Initially line managers and HR managers will need to become familiar with the competency approach and the process of writing job profiles in the new format which may lead to other needs, such as work redesign.

Long Term: Once managers are proficient in the new approach, job profiles can be easily altered as jobs are advertised or redesigned as part of a work place project.

Computerised database: All jobs will be defined, as Position profiles. The Position profiles detail the required competencies for the job – stating the **Required Performance Level (RPL)**.



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Assessing people's capacity to do a job based on their competencies

Assessment

Describing jobs in a new way will mean that assessing whether an individual can do a job will also have a new focus. Individuals will seek to prove competency through the use of portfolios of evidence and demonstration. Managers will be trained in assessing competency against defined standards.

Also important here is that competency can be acquired from numerous sources (e.g. life experiences) and not just from work experience and formal education programs. This means that the full range of competencies possessed by staff are more likely to be evident and therefore utilised. This process is called "Recognition of Prior Learning" or "Recognition of Current Competence" (RCC). We can establish the Current Performance Level (CPL) of an individual employee by conducting a Skills Audit against the Required Performance Level (RPL).

Advantages

- more effective job assignment and selection system;
- more equitable job assignment and selection systems;
- Potential for establishing a database of the competency pool within an organisation, which will facilitate deployment of staff and organisational flexibility.
- Creating an organisational competency inventory.

Work Involved

Short Term: Staff (managers and employees) must receive training in competency identification and assessment.

Long Term: Once training has been received, this new way of conceptualising jobs and job "fit" will be integrated into organisational process in the way non-competency based approaches are currently used.

Computerised systems need to be set-up. HRD Power software provides the best fit.



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Creating training and development plans for employees based and organisational and individual competency needs

Training Need Analysis

Once managers and staff know what competencies are required to do a job and what competencies each individual staff member possesses, it is a fairly simple matter to pinpoint training needs. Similarly, new competency needs across an organisation (e.g. in the area of computing, contract management etc.) can be matched against a known competency pool and future organisation wide training needs accurately forecasted.

Competency based training also means that, if assessed as competent individuals do not have to “jump through the training hoop” in order to get recognition. This is also true of the recognition process for formal certified programs from accredited education/training institutions.

Advantages

- More accurate forecasting of training needs.
- Less “wasted” training.
- Formally assessed training.
- Formal recognition in the workplace and by education institutions of the competencies held.
- Evaluation of training effectiveness is assisted by competency based training. Competency assessment will measure the amount of learning that has taken place. Competency assessment in the workplace will provide a measure of “changed behaviour” resulting from training.

Work Involved

If new job descriptions and assessment training are already in place, competency based training is a simple corollary. SMR describes their training programs in terms of the competencies the programs address. This makes selection of off the job training a relatively easy exercise.



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Using competency identification as the basis of your performance management system

Performance Outcomes

Current performance management systems generally include an interview to plan the expected work outputs of a staff member. However, if the job profile has been written in an "outcomes" format this planning interview becomes more efficient and less arbitrary. Expected outcomes and required competencies (including training needs) are easily identified.

HRD Power system provides reports on Employee matching for a position based on Competencies.

Similarly, if a manager has been trained as a competency assessor, the assessor skills are readily transferable to a performance appraisal scenario.

Advantages

- Shortens and simplifies the performance management process.
- Provides clearer signposts to training and development needs.
- Competency assessment skills can be used when appraising performance and are in fact likely to be demonstrably fairer than the less structured approaches currently in use.
- You can also assess potential and process 360 degree feedback.

Work Involved

Subject to the work on job profiles and assessment training having been undertaken, the competency approach to performance management will not require additional work, other than setting up the computerised system.



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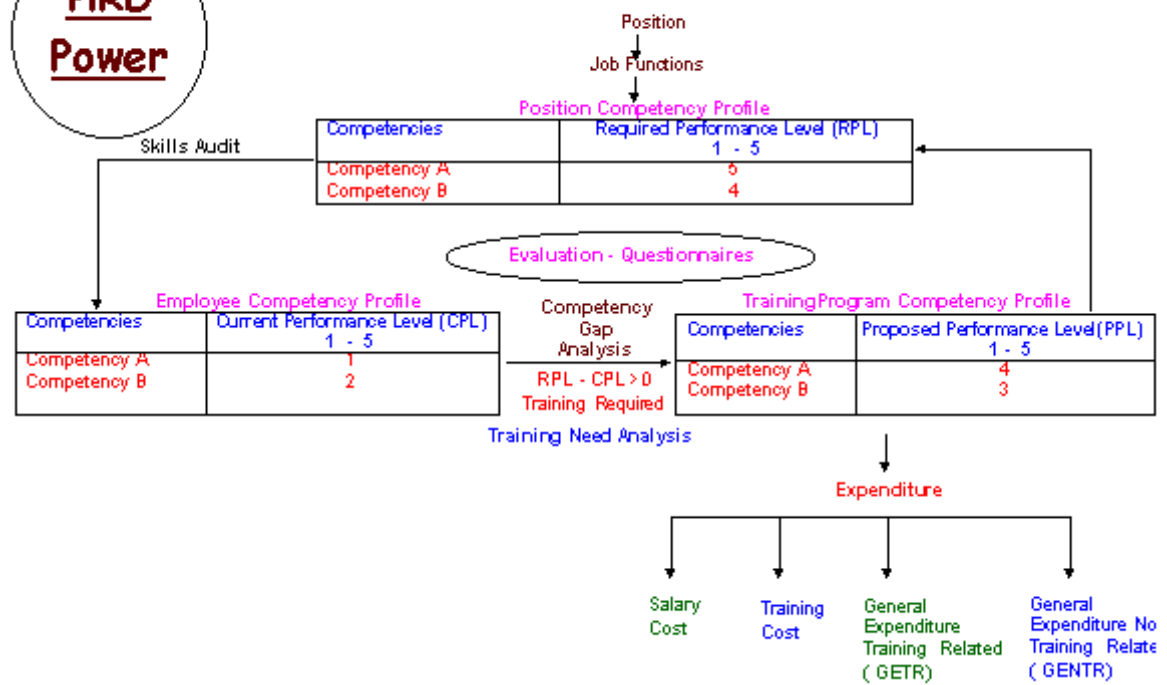
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THE COMPETENCY MODEL



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