



Align HR's Competency Framework

Creating a competency framework is an effective method to assess, maintain, and monitor the Knowledge, Skills, and Attributes of people in your organisation. 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 and helps managers make informed decisions about talent recruitment, retention, and succession strategies. A competency framework is the central component of any talent management framework.

At Align HR, our approach in building a competency framework involves:

Step 1: Data Collection & Analysis

- ◆ Obtain organisation's business, human capital and talent management strategy, and as well as existing competency documentation and models to assess and evaluate.
- ◆ Interview key stakeholders and senior management to learn about business challenges, competency gaps, critical areas of strength and weakness.
- ◆ Conduct focus groups at specific levels of the organisation to identify business challenges, skill gaps, needs and identify strengths and weaknesses.

Step 2: Competency Framework Mapping

- ◆ Pick out the key competencies that would make the biggest difference in the success of the organisation at individual and functional areas across the organisation.
- ◆ Develop competency framework through key themes and identify 18 competencies (or more depending on requirements).
- ◆ Use a coding system to group themes and competencies and match against individual, team, and/or strategic leadership domains.

Step 3: Review Process

- ◆ Review competency framework with key stakeholders and senior management for refinement and buy-in and repeat the process with next level of management. Allow for ample time for discussion and understanding.
- ◆ Link the competency model to organisational capability and integrate and align to business vision, mission and values.
- ◆ Develop, test and validate framework with behaviorally anchored rating scales (BARS).

In essence, the robust development process and methodology will lead to a valid and reliable model.

Align HR's Competency Framework Exemplar

Competency Levels	Organisational/ Strategic Leader	Ability to play a catalyst role to drive change, meet challenges and tackle uncertainties.	Ability to affect, change, influence and coach team members through open and effective communication and interaction.	Ability to create, go against and hold one's fort against uncertainty to realise team and organisational goals.	Ability to craft/create and execute work processes under complex and uncertain situations.	Ability to create, apply and execute logical thinking framework to guide team members to achieve organisational goals.	Ability to create value-added information for the benefit of the organisation.
	Change Innovate Influence	SA A3	IPA A3	AA A3	PA A3	CA A3	IA A3
Team/Operational Manager	Ability to assimilate co-workers into organisation's ethos and foster an alignment of their self-interests with that of the organisation.	Ability to play a supportive and facilitative role for team members through open and effective communication and interaction.	Ability to organise team members to realise team goals.	Ability to define clear and achievable steps with team to carry out work processes under complex situations.	Ability to apply logical thinking framework and help team workers to achieve team goals.	Ability to gather, analyse and utilise information that aids team growth.	
Adapt Execute Collaborate	SA A2	IPA A2	AA A2	PA A2	CA A2	IA A2	
Individual/ Team Player	Ability to adapt and integrate into organisation's ethos and surrounding environment.	Ability to create and maintain long-lasting relationships with co-workers through open and effective communication and interaction.	Ability to achieve individual goals through persistent efforts.	Ability to carry out work processes in an efficient and effective way.	Ability to promote logical thinking, communication and share ideas with co-workers.	Ability to seek out pertinent information that aids one's individual growth.	
Carry Out Hold Self Manage	SA A1	IPA A1	AA A1	PA A1	CA A1	IA A1	
		Self Alignment	Interpersonal Alignment	Achievement Alignment	Process Alignment	Concept Alignment	Information Alignment
		Competency Categories					

Adapted from Ohtaki, R. and Bucknall, H., 2005, *Mastering Business in Asia: Human Resource Management*, p. 205

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Competency Framework Pulse

Competency Framework

Definition:

"A Competency Framework is a structure that sets out and defines the knowledge, skills and attributes needed for people within an organisation. Each individual role will have its own set of competencies needed to perform the job effectively."

How to Implement Competency Framework Effectively

1. **Communicate the Purpose.** The first step is to find out if employees understand what the purpose is.

2. **Identify Key Themes.** Ensure the themes support the organisation's aspirations (vision, mission, values etc.).

3. **Get the Conditions Right.** The organisation's procedures need to support the framework, and the culture, resourcing and management structures must be supportive.

4. **Tackle the Root Cause.** As well as goals, behaviour is influenced by underpinning characteristics (Knowledge, Skills and Attitudes). One underdeveloped characteristic can affect many other different behaviours.

5. **Keep It Simple.** Ensure language and structure are meaningful to people who use it.

6. **Train, Don't Blame.** Make sure everyone who uses the framework is trained in how to use it.

Source: Whiddett, S. & Hollyforde, S. (2007). *Competencies*. CIPD.



Competency Framework

An effective competency framework has applications across the whole range of human resource management and development activities. Competency frameworks are now often seen as an essential vehicle for achieving high organisational performance through focusing and reviewing each individual's capability and potential.

According to a recent CIPD research, employers commonly use competency frameworks with the aim of achieving the following goals:

- Underpinning of employee reviews and appraisal
- Enhanced employee effectiveness
- Greater organisational effectiveness
- Better analysis of training needs
- Enhanced career management

Effective competency frameworks must therefore deviate away from:

- Focusing on the past and not keeping up to date with the rapidly-changing environment
- Failing to deliver on anticipated improvements in performance
- Being non-user friendly
- Creating clones at the workplace

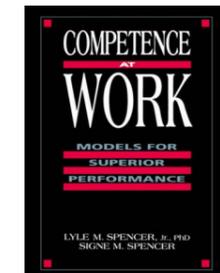
Building an effective job competency framework is thus an imperative for organisations. A robust framework underpinned by a clarity of knowledge, skills and abilities will eliminate ambiguity. A partnership with Align HR will provide you with the necessary tools to build COMPETENT people.

Align HR Quote

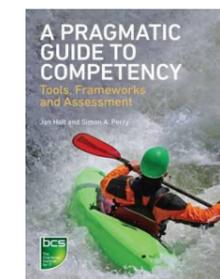
"Know your core competencies and focus on being great at them. Pay up for people in your core competencies."

Mark Cuban,
American business magnate

Competency Framework Textbooks:



Spencer, L.M. & Spencer, S.M. (1993). *Competence at Work: Models for Superior Performance*. Wiley.



Holt, J. & Perry, S.A. (2011). *A Pragmatic Guide to Competency: Tools, Frameworks and Assessment*. BSC The Chartered Institute for IT.

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