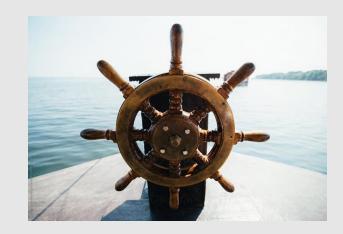


The competence of competency frameworks

Many HR professionals write off competency models as outdated, not amenable to scale and static to environmental change. Nothing is farther from the truth. This is only the case when you have frameworks with dense language that requires comprehension and navigation on part of already busy business managers.

BasilTree's Best Practices below will help you identify, communicate and apply competencies to deliver meaningful business impact.



Identifying Competencies

Presenting ompetencies

Applying Competencies

□ Hastl	he organisationa	l context heen	considered	including a	eyternal h	enchmarks'

- ☐ Have leaders given inputs on the impact of business goals on desired behaviours?
- ☐ Has a rigorous **job analysis** been conducted to develop the framework?
- ☐ Have **high performers** across levels been consulted on what they do differently?
- ☐ Have **future** requirements of the business been factored into the data collected?
- ☐ Has it been broken into **behaviours** that people need to demonstrate on the job?
- ☐ Does it use language that uses the organisation's **culture**?
- ☐ Do the competencies reflect the **diverse** realities of functions and levels?
- Does it use language that is **lucid** and easy to remember?
- lacktriangledown Is it short and succinct with strong visual **appeal**?
- □ Does **HR Planning** use competencies to know exactly where people's talents lie?
- $\hfill \Box$ Do the selection processes ensure that you hire based on success behaviours?
- lacktriangledown Do you individualise and structure **training** using competencies?
- ☐ Does the **performance appraisal** process link to desired behaviours?
- ☐ Is it used to identify **successors** based on success profiles of leadership roles?