

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Many HR professionals write off competency models as outdated, not amenable to scale and static to environmental change.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

- Has the organisational **context** been considered, including external benchmarks?
- 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?

Presenting Competencies

- 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?
- Is it short and succinct with strong visual **appeal**?

Applying Competencies

- Does **HR Planning** use competencies to know exactly where people's talents lie?
- Do the **selection** processes ensure that you hire based on success behaviours?
- 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?