

COMPETENCY FRAMEWORK DEVELOPMENT



The conventional definition of management is getting work done through people, but real management is developing people through work. ””

– Agha Hasan Abedi

Competency Framework Development

Does your organisation have a clear set of competencies that guide leaders towards achieving success?

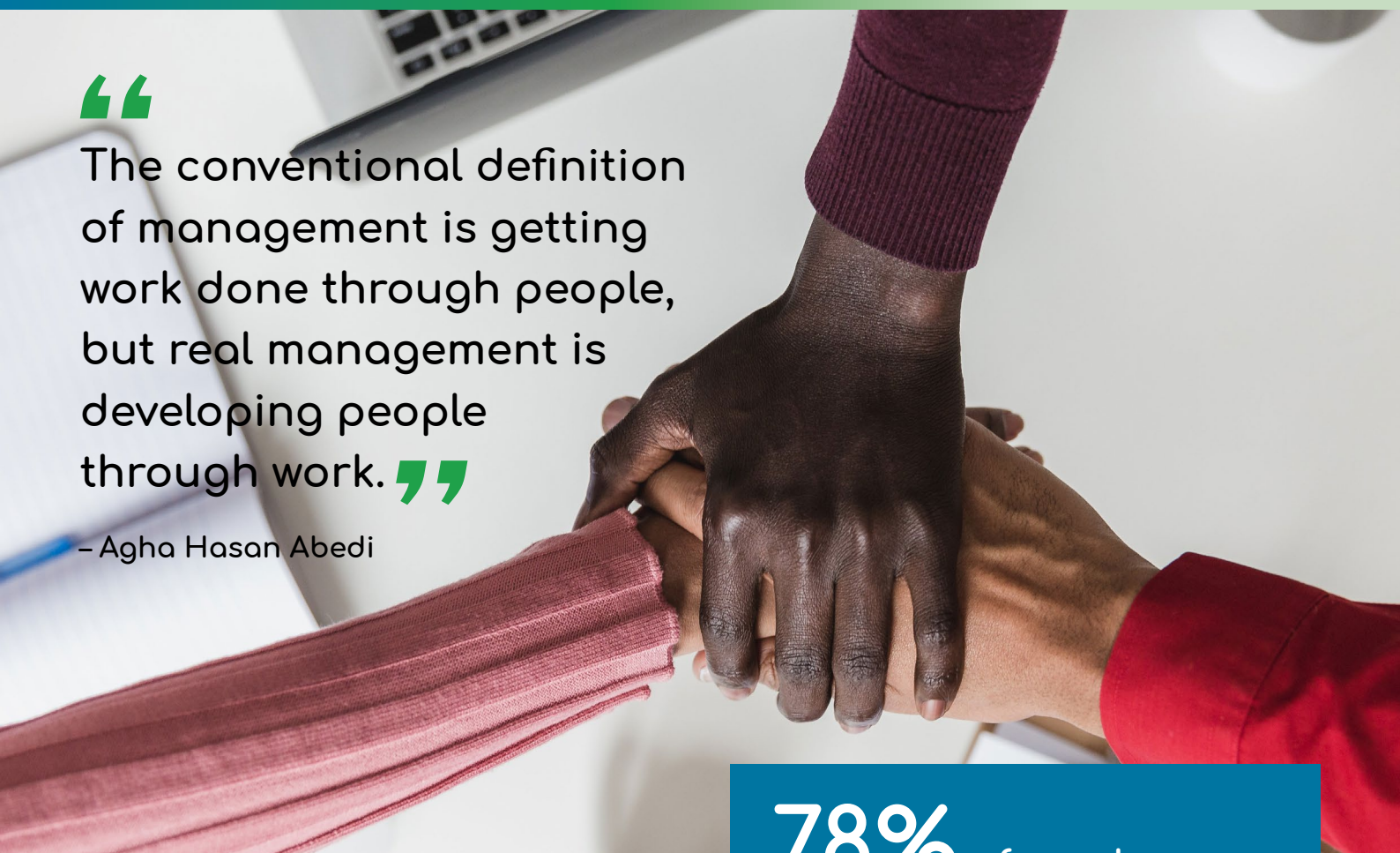
Are your people processes enabled by a clear set of competencies per role and function?

Is there a clear guiding light, through competencies, that guide organisational behaviour?

Overview

Competencies form the bedrock of all people processes in an organisation. The use of competencies enables the recruitment of the right employees, enables the development of the skills required to perform in your role, and is often the foundation for considering the progression of employees to the next level.

When addressing issues of under-performance, one can often point to the lack of skill in a certain competency or competencies as the foundation to identifying the cause of under-performance. It is the mesh that binds the people universe.



78% of employees said they would remain longer with their employer if they saw a career path within the current organization
- Mercer

Having a robust set of organisation aligned competencies in place is foundational to the success and performance of the enterprise. Future focused competencies guide leaders to lead and embrace change, and lead in times of uncertainty. Delivering to customer expectations are driven by competencies to ensure customers are treated with respect and dignity.

The Africa People Advisory Group approach to working with competency development, is informed by a collaborative approach that is embedded in engagement across the organisation.

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Business value gained through the solution

- A clear set of competencies forms the foundation of any Human Resource function and provides a framework from which to build other people processes.
- Competencies provide a guideline of the behaviour, skills and knowledge required to be successful in a role and / or function.
- The right set of competencies ensures the organisation can deliver to its mandate.

Solution features

- A competency framework designed to focus on key behaviours, attitudes and skills, required to deliver all work in the organisation.
- We will design a set of core competencies required for all roles to deliver effectively from a behavioural perspective.
- A set of leadership competencies will provide guidance to leaders on the behaviour required to be effective leaders.
- Lastly, a set of competencies per job family will support the behaviours required per family of jobs or roles.
- Technical competencies will give guidance to the technical skills needed for each role and function.
- A highly interactive process is followed to engage a set of stakeholders in developing the final framework and allocate competencies to each role.
- As an optional delivery, assessment tools can be designed to measure the level of competency proficiency per person or role.
- With access to global content our library provides solutions to all organisations.

Process overview

- The process kicks off with business discovery and developing a better understanding of the strategy and direction.
- A multi stakeholder project team, consisting of representation across lines of business, conducts a workshop to determine the core competencies for success, aligned to business strategy.
- A Job Family architecture is defined and confirmed for the business.
- Workshops are then held per job family to determine the competencies required for each job family to deliver to plan.
- A cross functional team is then required to determine the leadership competencies required across leadership roles.
- A validation meeting is held with the steering committee to vet and approve the framework.
- A highly interactive approach is followed culminating in the final library of competencies mapped to roles.

The typical duration of a project is between 4-6 weeks.

Speak to a consultant:

info@africapeopleadvisory.com