CORE CONCEPT

Designing Competency Frameworks and Behavioural Competency Models

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Many organisations own a competency framework that nobody uses: definitions are too generic to assess, levels overlap and the framework is disconnected from hiring, appraisal and learning decisions. Others have several competing frameworks built by different departments. This Core Concept course gives managers a structured method to design a competency framework from strategic need to validated, working tool, drawing on recognised models and skills taxonomies. Participants apply each step to case material from several sectors and leave with a Competency Framework and implementation plan for a job family in their own organisation.

Course Objectives

- Link required capabilities to organisational strategy and define the scope and architecture of a competency framework
- Select and adapt reference models such as SFIA 9, the CIPD Profession Map, O*NET and ESCO
- Gather competency evidence through behavioural event interviews, critical incident technique and job analysis workshops
- Write behavioural indicators and proficiency scales that managers can observe and assess consistently
- Validate a framework for accuracy and fairness and embed it in recruitment, performance, learning and succession processes
- Produce a Competency Framework with an implementation plan for a job family in the participant's own organisation

Target Audience

- HR and talent managers responsible for role design and people processes
- Learning and development managers building capability and training plans
- Organisational development managers leading capability and culture initiatives
- Functional managers defining technical standards for their teams
- HR business partners advising leaders on performance and succession

Course Outline

Day 1: Competency Foundations and Organisational Need

- Competency, Skill and Capability Definitions and the Iceberg Model
- Competency Framework Uses Across Recruitment, Performance, Learning and Succession
- Strategic Capability Analysis Linked to the Business Plan
- ISO 10015 Competence Management Principles
- Current-State Review of Existing Role Profiles and Job Descriptions

Day 2: Models, Standards and Skills Taxonomies

- Core, Leadership, Functional and Technical Competency Architecture
- SFIA 9 Levels of Responsibility and Skills Structure
- CIPD Profession Map and Generic Leadership Competency Models Compared
- O*NET Content Model and ESCO Skills Taxonomy as Reference Libraries
- Dreyfus Model for Proficiency Level Design

Day 3: Building the Framework

- Behavioural Event Interviews and Critical Incident Technique
- Job Analysis Workshops and Repertory Grid Technique
- Behavioural Indicator Writing Using Observable-Action Rules
- Proficiency Scale Construction with Behaviourally Anchored Rating Scales
- Role Profile Mapping and Job Family Matrices

Day 4: Validation, Risk and Integration Problems

- Content Validation with Subject Matter Expert Panels
- Adverse Impact and Bias Review of Competency Language
- Competency Library Rationalisation to Prevent Framework Overload
- Integration with Appraisal Forms, Learning Needs Analysis and Succession Plans
- Framework Governance, Version Control and Review Cycle

Day 5: Case Work and the Competency Framework

- Utility Engineering Workforce Case Study: Technical Framework Redesign
- Financial Services Case Study: Consolidating Competing Leadership Models
- Competency Dictionary Build for an Own Job Family
- Competency Framework and Implementation Plan Drafting
- Peer Review Panel and Framework Defence

Skills You Will Gain

- Job Analysis
- Competency Modelling
- Behavioural Anchoring
- Proficiency Scale Design
- Framework Validation
- Talent Process Integration
- Skills Taxonomy Management

Why Attend This Course

- Return with a draft Competency Framework and implementation plan for a real job family, reviewed by peers
- Replace vague competency statements with indicators that line managers can observe and rate consistently
- Save design effort by reusing established skills taxonomies instead of writing every definition from scratch
- Compare approaches with HR and learning managers from several sectors and countries

Conclusion

A competency framework earns its place only when managers use it to hire, assess, develop and promote people. This course moves from the strategic case for a framework, through competency architectures, reference models and skills taxonomies, to the evidence-gathering, indicator writing and validation that make a framework usable and fair. The final day turns that material into a Competency Framework and implementation plan that participants take back to their organisation, ready to connect with the people processes that depend on it.