

€ TRAINING

Competency-Based Management



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Introduction:

Getting the best from people is a complex and difficult task. It is also the key to running a successful team or department.

The use of competencies can be of great help in understanding behavior and ensuring that the right people are in the right jobs and the right techniques are used to motivate them. This course will show you how to achieve this.

Course Objectives:

At the end of this course the participants will be able to:

- Define a competency and understand the distinction between competencies, skills, and tasks
- Describe how to use competencies in public and private organizations
- Understand the difference between Leadership competencies, Technical competencies, and Behavioural competencies
- Link competencies to organizational objectives and values - manage not only what staff do but how they do it
- Use competencies for recruitment and assessment; for development; for talent management; for performance management and succession planning

Targeted Audience:

- Head of Departments, Managers, Supervisors, and Team Leaders
- HR Managers
- HR Professionals
- ER Professionals
- Persons who are responsible for managing or supervising any type of person, group or team especially in an organization using competencies
- Persons who want to learn the skills involved in improving relations at work, improving productivity or improving behavior at work

Course Outlines:

Unit 1: The Links Between HR and Competencies:

- What are competencies?
- What support should managers, team leaders, and supervisors get from HR?
- And what should they take responsibility for themselves?
- Values, Strategy, and HR
- Different methods of developing a competency framework - behavioral event interviewing, repertory grid interviews, top management judgment, focus groups
- Getting "buy-in"
- An HR Management Framework Based on Competencies

- Technical, Behavioural and Leadership Competencies

Unit 2: Competencies and Recruitment:

- Competency design - definitions, negative indicators, positive indicators
- Recruitment and Selection
- Adapting a competency framework for use in recruitment
- The use of assessment centers in recruitment
- Examples of Assessment Centres used in Further Education in the UK
- Induction, orientation, and personal development

Unit 3: Performance Management:

- Using competencies in performance management
- The four stages of performance management - agreeing on objectives, giving feedback, coaching, appraisal
- Termly reviews of performance
- Links to pay
- Introducing a performance management process:- consultation, communications, training, and alignment

Unit 4: Talent Management:

- Attracting the right talent
- Competency-based Career Planning
- Management Succession
- Succession Planning
- Competency-based Training and Development

Unit 5: Shaping Behaviour and Managing Culture:

- The development of values and the link to competencies
- Motivation
- Extrinsic and Intrinsic Reward
- Empowerment and Accountability
- Right-sizing
- Self Assessment
- 360-degree feedback