

# Certificate in Competency Development and Implementation

## Why Attend

- Turning the human resources practice in an organization into a systematic approach based on factual observations and numbers is how the HR profession will go to the next level. Providing line managers and the organization with HR solutions based on competencies will help HR professionals play a strategic partnership role in their organizations. Join us and learn about competencies, and how you can implement this wonderful concept in your HR department and in all of your HR practices. This course will teach you about competencies in an easy and rational approach that will make you feel confident about this important topic.

## Course Methodology

- Presenting, analyzing and developing modules are some of the methods used in this course. Without discounting the importance of the small daily lecture, a lot more focus is given to practical applications and game based activities.

## Course Objectives

By the end of the course, participants will be able to:

- Define competencies, describe their history and explain the important role they play in human resources and the organization
- Analyze the main components of a competency and the differences between each
- Design and produce a competency framework and model by extracting competencies from business plans
- Apply competencies in the recruitment and selection processes
- Use competencies to assess training needs, identify talent pools and produce succession plans
- Utilize competencies and behavioral indicators in performance appraisal systems

## Target Audience

- Managers, supervisors, administrators, specialists, team leaders, business partners and officers in the functions of human resources and training and development. The course is also very useful for line managers whose organization is currently, or about to start, using competencies as a framework for recruiting, selecting and training employees.

## Target Competencies

- Relating and networking
- Persuading and influencing
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

### Human Resources Management (HRM)

- Definitions and objectives of HRM
- The main functions in HR
- Examples of HR organization charts
- Recruitment and selection cycle
- Training and development cycle
- Performance management cycle
- Compensation and benefits cycle

### Competencies: history and definitions

- History of competencies
- Origins and definitions
- Components of competencies
- Differences between knowledge, skills and competencies
- The iceberg model
- Competence versus competency

### Competency frameworks and models

- Types of competencies
- Standard levels of competence
- The use of behavioral indicators
- Behavioral versus performance indicators
- Level customization of behavioral indicators
- Competency job profiles versus job descriptions
- Competency job profiles and personal profiles
- Competency gap analysis

### Competency analysis

- Extracting competencies from strategic plans
- Introduction to HR strategies
- Vision and mission statements
- Critical success factors
- Key result areas

## Competency based selection

- Defining job requirements
- Designing competency based interviews
- Conducting competency based interviews
- Competency based selection

## Competencies in training and development

- Classical Training Needs Analysis (TNA)
- Competency based TNAs
- Competencies in succession planning

## Competency based appraisal systems

- Advantages and disadvantages
- Translating personal competence to an appraisal rating
- The main formula used