



# Good Morning and Welcome!



## Designing a Competency Framework

# First thought of the day ..

"Competency-based frameworks align individual potential with organizational success, ensuring the **right people** are in the **right roles**, doing the **right things**."

HR Thought Leaders



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# First Question ...

**Does your organization have a recognized Competency Framework?**



# 2025 – Trends ...



US research - growing interest in competency-based approaches:

- 42% organizations exploring skills / competency-based hiring strategies
- 69% support industry-led competency frameworks
- 73% utilize talent analytics to enhance hiring processes

# 2025 – Trends ...



Study focusing on Indian organizations

Approximately 64.7% organisations have adopted competency frameworks

Notably, public sector units - higher rate of adoption compared to private companies

# 2025 – Trends ...



## Middle East: Growing Adoption in Government & Public Sector:

- Many Gulf Cooperation Council (GCC) governments, including **UAE, Saudi Arabia, and Qatar**, integrated **competency frameworks** into public sector HR reforms.
- The **UAE Federal Government** - well-defined **Emirati Competency Framework (ECF)** used across ministries
- **Saudi Vision 2030** promotes competency-based HR strategies for leadership development and workforce nationalization (*Saudization*).

# What *is* a Competency Framework?





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**MR. TIMER**



# What *is* a Competency Framework?

A structured system that defines:

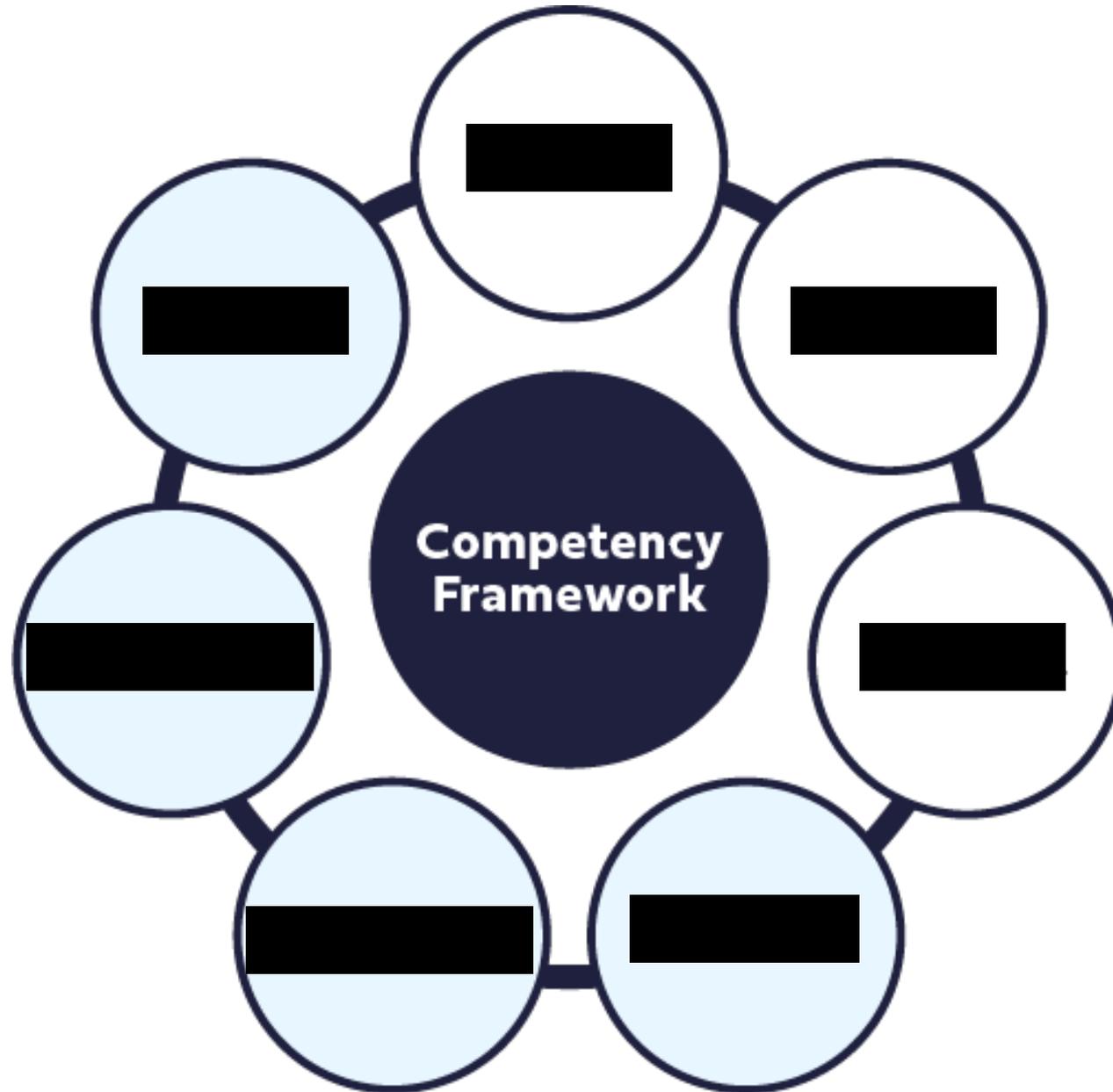
**Skills**  
**Knowledge**  
**Behaviours**  
**Attributes**

required for employees to perform **effectively** in their roles

**"A person's ability to perform in a given role is defined not just by what they know, but by what they can do with what they know."**

Dave Ulrich





# Why invest?



*What is the Business Case?*

# Why invest?

- ✓ Enhanced employee performance and productivity
- ✓ Improved alignment: individual roles and organizational goals
- ✓ Better identification of skill gaps and targeted training initiatives
- ✓ Superior recruitment decisions





# The Evidence



**Background:** Oxfam GB, global development and relief organization,

Aim: Enhance humanitarian response effectiveness by standardizing competencies across workforce

**Implementation:** Adopted the Core Humanitarian Competencies Framework (CHCF) and developed a monitoring and evaluation framework to support implementation

Key steps :

- Integrating CHCF into recruitment, performance management, staff development
- Developing tools and guidelines facilitating application
- Training staff to understand and utilize framework effectively

**Outcomes:**

- Improved alignment of staff skills and behaviours with organizational objectives
- Enhanced ability to monitor and evaluate staff competencies
- Strengthened capacity to deliver effective humanitarian assistance



## American Medical Systems

**Background:** AMS - mid-sized healthcare and medical device company

Facing competitive challenges, AMS adopted a competency-based strategy to enhance employee performance and gain a competitive advantage.

**Implementation:** AMS developed competency models for various positions using Development Dimension International (DDI®) software.

**Process** involved engaging key opinion leaders, including incumbents, supervisors, cross-functional teams, customers, and visionaries, to identify critical competencies.

**Outcomes:**

- Improved employee performance and productivity
- Better alignment - individual roles and organizational goals
- Strengthened competitive position in the market



**Background:** Coca-Cola Consolidated, largest U.S. bottler, aim - develop next-generation leaders

**Implementation:**

- Implemented leadership competency model to guide various programs, including:
  - Applied Learning Internship programs - scholarships and business acumen development
  - Alignment of programs with leadership competency model

**Outcomes:**

- Developed critical skill sets for future leadership
- Facilitated career progression
- Enhanced employee engagement through structured development programs.

# THE BOTTOM LINE

Well-designed competency framework provides **clarity, structure, and alignment**

Enables organizations to **attract, develop, and retain** the right talent while ensuring necessary skills



What are the potential barriers?

# Potential Barriers

## Lack of Senior Leadership Buy-In

### Solution?

Clearly communicate **business benefits** - improved performance management, talent development, and succession planning



# Potential Barriers

## Resistance to Change

### Solution?

**Engage stakeholders** early, conduct **awareness** sessions, and highlight how the framework will **benefit employees' career growth**.

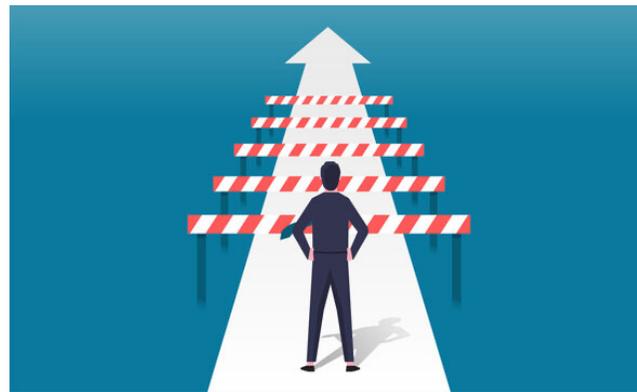


# Potential Barriers

## Unclear Organizational Goals

### Solution?

Ensure framework is linked to company's **mission, vision, and strategic priorities**.



# Potential Barriers

## Over-Complexity

### Solution?

Keep it **practical** and **user-friendly** - focus on **core competencies** driving success



# Potential Barriers

## Lack of Employee Involvement

### Solution?

**Involve employees** in design process – focus groups, surveys & pilots



# Potential Barriers

## Poor Communication & Training

Solution?

Provide training sessions, tool kits and examples



# Potential Barriers

## Limited Resources (Time, Budget, Expertise)

### Solution?

Start small with **priority** roles – gradually expand  
External **expertise** if needed



# Potential Barriers

## Difficulty Measuring Effectiveness

### Solution?

Establish KPIs, integrate into performance appraisals & track improvements

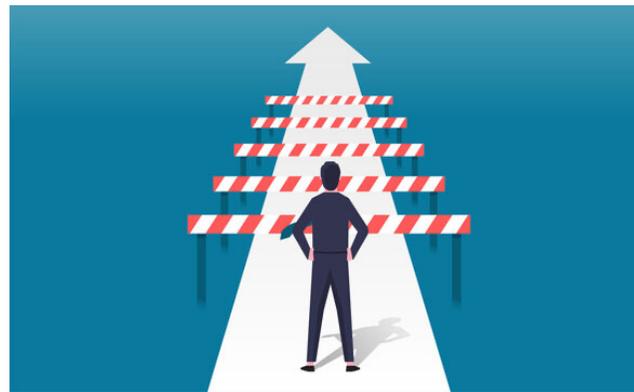


# Potential Barriers

## Alignment with HR Processes

### Solution?

Embed competencies into job descriptions, hiring processes, training programs & career planning

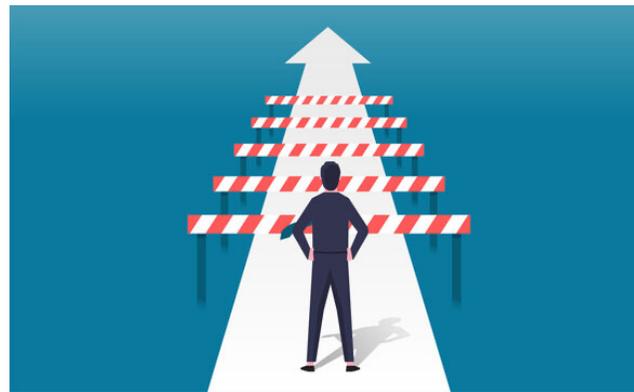


# Potential Barriers

## One-Size-Fits-All Approach Processes

Solution?

Customise competencies by function, level, industry



# Where do we start?



# 8

**Stages**

# STEP 1

## Step 1: Define the Purpose and Scope

- ✓ **Clarify Objectives** – Determine why the organization needs competency framework (e.g., recruitment, performance management, leadership development)
- ✓ **Identify Scope** – Decide whether the framework will cover **specific roles, departments, or entire organization.**
- ✓ **Align with Business Goals** – Ensure framework reflects the company's **vision, mission, and strategic objectives.**

# STEP 2

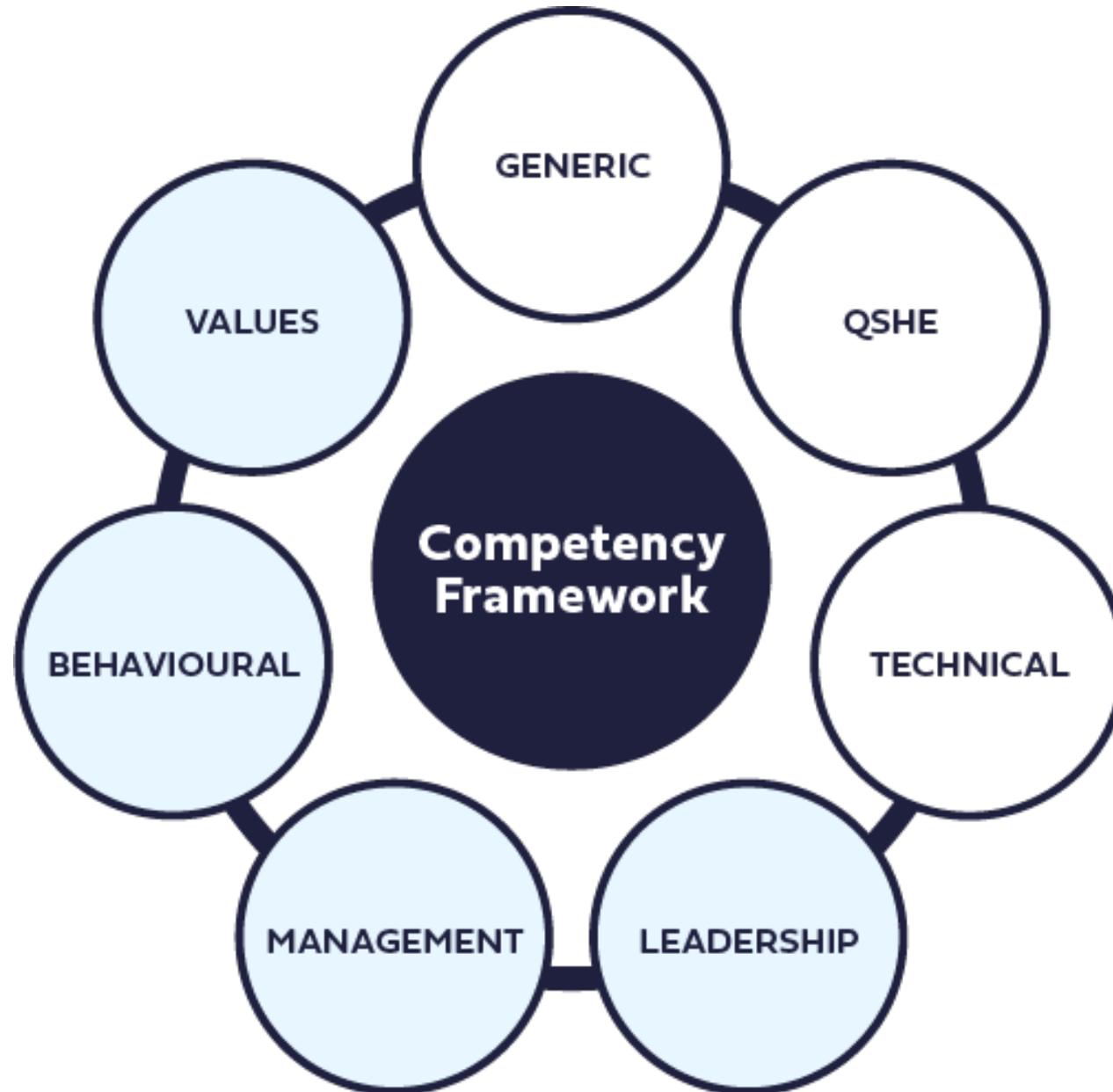
## Step 2: Engage Stakeholders

- ✓ **Involve Key People** – Input from **HR, department heads, managers, and employees** - ensure relevance
- ✓ **Consult Industry Experts** – Benchmark against **industry standards** and best practices
- ✓ **Gain Leadership Buy-in** – Support to ensure smooth adoption

A dark blue circular icon with a white border, containing the text "Step 3" in a white, handwritten-style font.

### Step 3: Identify Core Competencies

- ✓ **Categorize Competencies** – Group competencies into **technical, behavioral, leadership, and functional** areas
- ✓ **Use Competency Framework Model** –Existing model (e.g., **SHRM, Lominger, OECD**) or custom framework
- ✓ **Focus on Future Needs** –Competencies reflect **emerging industry trends, digital transformation, and evolving job roles.**



# STEP 4

## Step 4: Define Competency Levels

- ✓ **Create a Proficiency Scale** – Define levels of expertise (e.g., **Basic, Intermediate, Advanced, Expert**)
- ✓ **Provide Behavioral Indicators** – Describe **specific, measurable behaviors** to demonstrate competency at each level
- ✓ **Use Clear, Simple Language** – Ensure competencies are easy to understand and apply.

## Example: QSHE Competency Framework in an Organization Competency Levels for QSHE Compliance in a Manufacturing Company

|                                 |  |
|---------------------------------|--|
| <b>Competency</b>               |  |
| <b>Quality Assurance</b>        |  |
| <b>Workplace Safety</b>         |  |
| <b>Occupational Health</b>      |  |
| <b>Environmental Management</b> |  |

# STEP 5 >

## Step 5: Validate Framework

- ✓ **Pilot with Employees** – Gather feedback through **focus groups, surveys, and interviews**
- ✓ **Refine Based on Feedback** – Adjust competencies based on **practicality and alignment with real job performance**
- ✓ **Ensure Fairness and Inclusivity** – Make sure the framework supports **diverse roles and backgrounds**

## STEP 6 >

### Step 6: Integrate into HR Processes

- ✓ **Link to Recruitment & Hiring** – Use to design **job descriptions, assessments, and selection criteria**
- ✓ **Embed in Performance Management** – Align with **appraisals, 360-degree feedback, and development plans**
- ✓ **Support Learning & Development** – Use competencies to identify **training needs and career paths.**

# Step 7

## Step 7: Communicate and Train Employees

- ✓ **Develop Communication Plans** – Employees understand how to use
- ✓ **Train HR & Managers** – Workshops - **how to assess, apply, and develop competencies**
- ✓ **Encourage Self-Assessment** – Employees to evaluate own skills and identify growth opportunities



## **Step 8: Monitor, Evaluate, and Update**

- ✓ **Collect Regular Feedback** – Feedback and performance data to **refine the framework**
- ✓ **Track Impact** – Measure success: **KPIs - performance, engagement, and training effectiveness**
- ✓ **Update for Business Changes** – Revise - reflect **new technologies, strategies, trends.**

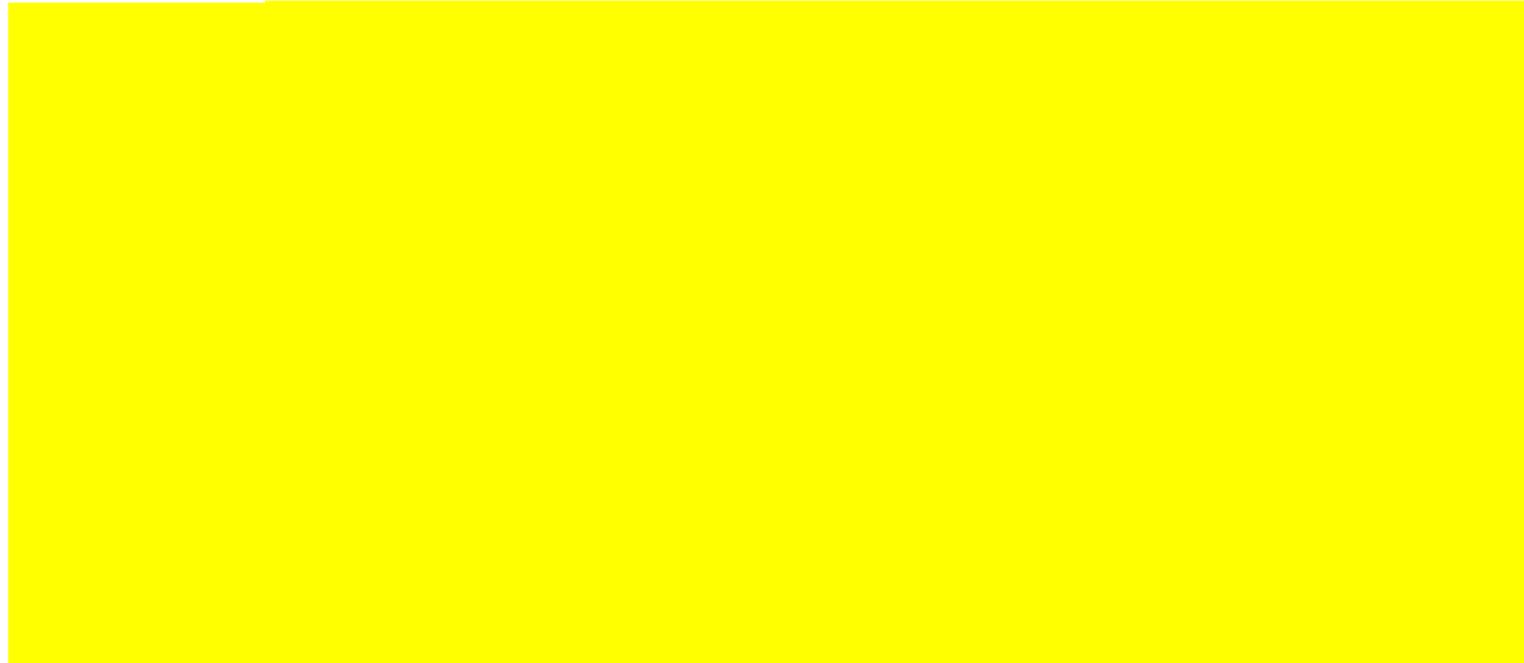
# Does 1 size fit all?



# Organisational Maturity



# Organisational Maturity



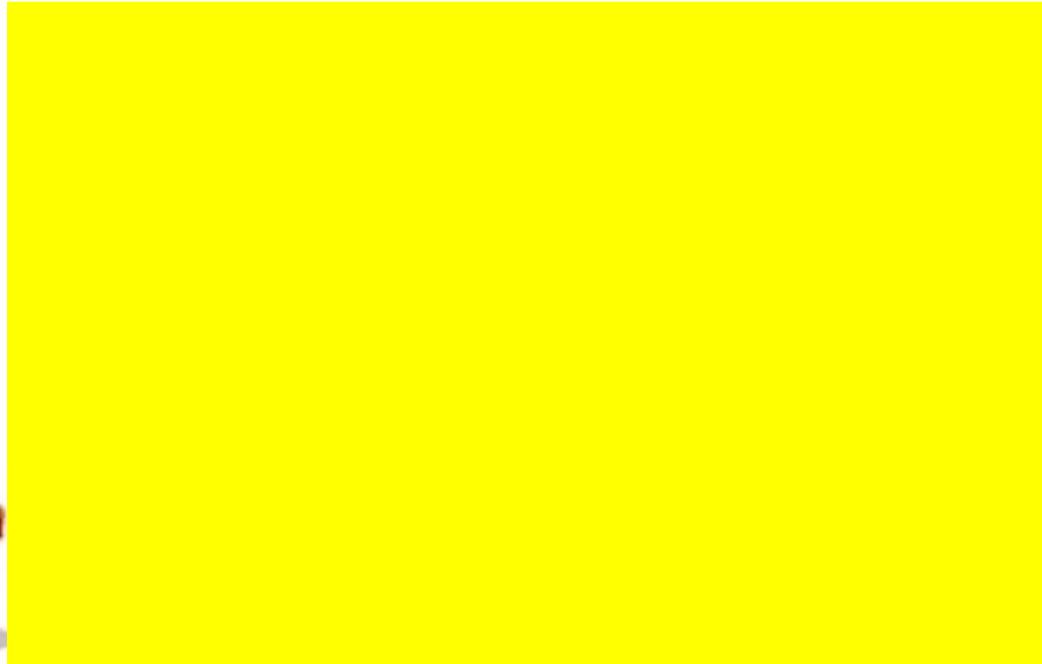
**1.Initial:** Limited or no formal competency framework in place

# Organisational Maturity



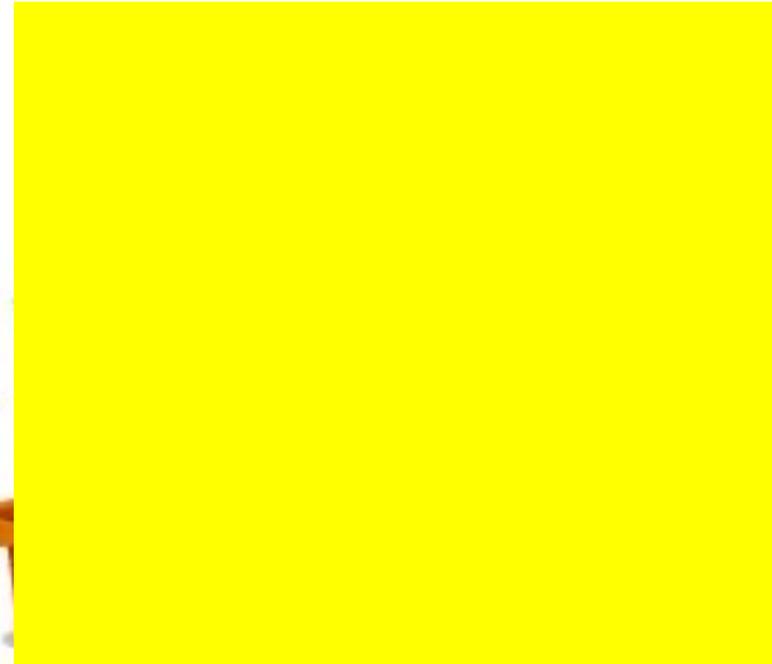
**1.Initial:** Limited or no formal competency framework in place

# Organisational Maturity



**2. Developing:** Pilot implementations within specific teams or departments.

# Organisational Maturity



**Improving:** Broader adoption across multiple departments with regular assessments and development plans.

# Organisational Maturity



## **Mature:**

Organization-wide integration with competencies embedded in various HR processes, leading to improved workforce agility and engagement.

# Organisational Maturity



**Optimized:** Continuous refinement of competencies aligned with strategic objectives, supported by advanced analytics for proactive workforce planning

# Key Takeaways

- *2025 Trends*
  - *Growing interest*
  - *Growing awareness*
- *Definition of Competency Framework*
- *Business Case for Competency Frameworks*
- *Potential Barriers*
- *8 steps for designing and developing a Competency Framework*
- *Tailoring a Competency Framework to Organisational needs and maturity “*

