

Competency Based Human Resource Management And Development – Three Day Programme

Introduction

Competency Management focuses on integration of human resource planning in an organisation with its strategic vision by qualitative and quantitative analysis of competencies of current manpower of the organisation and its comparison with the level of competencies required to meet the goals and mission of the organisation. After this analysis, targeted and efficient HR policies and strategies are devised to bridge gaps.

Today, competency management is being used in every facet of human resource management. It is utilised in recruitment and selection, succession planning, compensation and benefits, training and career development as well. The approach undertaken is to identify an appropriate competency model, which is a framework that lists down the required competencies for being effective in the assigned job. Here, the competencies are categorised into two- soft competency that relates to communication and interpersonal skills like leadership and hard competency, which relates to technical qualifications needed for the job, like financial analysis and operational analysis. Many 'core' competencies are first identified, which is then followed by choosing additional competencies for each sub-group.

Competency Management is being increasingly used in organisations as it targets enhancing the potential of the organisation's workforce which will ultimately aid in the organisation reaping more revenues and having an edge over other competing firms. It encompasses competency profiling, competency based job descriptions, competency based selection, and competency based training. For example, an organisation that designs its training program directed towards achieving set objectives and 'performing', rather than focusing on 'knowing' is using competency based training.

Objectives

The objectives of this two day course are to embed the principles of competency based human resource management and development enabling participants to:

- Understand the term 'Competence' in relation to job roles
- Define the competencies associated with the organization and various jobs
- Conduct a competency mapping exercise
- Link competency to performance management and appraisal
- Recruit, select and appoint using competency frameworks
- Link competency to learning requirements and skills development processes and systems

How Companies Benefit:

Nowadays in order to contribute to the competitive strength of the organization empowerment is seen as a useful tool in achieving performance improvements. But the organization must know what it wants to empower and improve. Therefore it must be able to map the desired skills and competence levels for the

workforce and to compare and measure these with the actual situation and the desired performance outcomes required.

Key staff in this process must understand how competencies are designed, what types for what purpose, have the ability to compare and contrast competency definitions with actual role requirements and to understand how competencies are deployed and used in effectively within an organization using the latest technology systems available. Additionally they need to be able to map role and organizational performance and learning competencies and standards to role requirements and performance.

The benefits of this course, therefore, for companies, is that managers can use competency based systems to more effectively select and manage staff that will pay dividends for the organisation.

Training Methodology:

The program will be delivered as a workshop requiring active participation. It will involve group work, discussion, written activities and role mapping exercises including system demonstrations.

Organisational Impact

The direct impact for organisations of introducing a competency based HR management and development system are:

- Alignment – competencies impact systems that directly support an organisation's vision, strategy and key capabilities
- Integration – competency initiatives that produce the most significant change are applied across a range of HR development processes.
- Distribution – competency standards in isolation do not produce results, they have to be communicated and embedded in the company culture

Personal Impact

This is an intensive interactive program, which covers all aspects of competency based system development and deployment, delivered over a three-day period. Participants will:

- study the importance of developing and managing systematically competence based systems to achieve organizational aims.
- develop the skills necessary to understand the different types of competencies within an organization practice some role mapping and understand the different systems used to measure and deploy competence assessment across organizations

These, collectively, will enable employees to return to their workplaces with the skills to apply a competency based system within the organisation.

Competencies Emphasized

On completion of this course, participants will have developed competencies that will see them flourish in their careers and become valued employees. In particular they will:

- Gain a comprehensive range of very practical and highly effective HR management and development tools and approaches that can be immediately implemented
- Return to work confident in your abilities to implement new competency systems
- Enhance your abilities to identify the most appropriate person for a specific role based on their competencies

Who Should Attend?

This course has been prepared for staff from any level or supervisor and above who wish to improve themselves through a long term commitment and understanding of how to competence manage within a complex organization. The course will also be of interest to those HR, Learning, Training, Development and IT specialists who are or will have responsibility for the development and management of competencies and international employment standards across the organization.

Programme:

Day One

- What is competence?
- How do you recognise competence at work?
- Defining the 'whole' job – technical and enabling competencies
- Examining and assessing competencies

Day Two

- Tools for competency mapping
- Conducting a competency mapping exercise
- Writing job competencies

Day Three

- Managing performance using competency frameworks
- Developing people
- Competency gaps and how to fill them
- Implementing Competency based systems
- Using competency frameworks for effective recruitment and selection
- The role of the manager in building competence
- The use of standards, work instructions and operating procedures to build and monitor competence

Trainer's CV:

Biography Dr Marshall Potts

Phd - MSc - B.A M Inst LM – MCIPD – MIBC - MIMC



Personal Profile

Marshall is an enthusiastic, experienced International Business Consultant and Management Development Specialist, who is stimulated by new situations. He has extensive experience of Human Resources Management, organisational and personal development with experience in the commercial and public sectors. He is an innovative person and a good communicator who is able to define and organise strategic management approaches and ideas into action plans and to develop and implement plans to improve organisational and personal performance and learning at all levels.

With a background in Personal and Business Psychology - Transformational Organisational Change - Leadership, Management Development and Learning, Marshall has the credibility to influence senior decision makers.

He has visited and worked in over 20 countries in the last 20 years.

Employment History

2007 to date

**Jasper Global Corporation
Chairman & CEO**

Marshall was the brain-child behind Jasper Global Corporation and has overseen the Company's ongoing evolution. He also undertakes training and consultancy in the Oil and Petrochemical, Financial Services, Food and Beverage, Leisure Hospitality and Tourism industries, the Health and Care Sector, Educational Organisations, with exposure to Industrial Manufacturing and Engineering and more recently he has worked with a number of public and private e-learning development specialists. Marshall's good grasp of modern international business, learning, leadership and management practice enables him to integrate this experience and intellectual awareness with in-depth understanding of the fast changing business environment.

Areas of expertise include:

- Business Consultancy, Management Development, Human Resources Management, Organisational and Personal Development, Time Management, Development Planning for Middle and Senior Managers, Training Systems Design, Coaching and Experiential Learning, Self-Development including assignments using an extensive array of personal self development and coaching tools, Senior Management and Leadership Qualifications Cognitive Competence, Leadership, Performance Management and Improvement. Communications Management, Communications and Cultural Change, Language Acquisition Skills, Developmental Psychology

and Cognitive Psychology, Practitioner in Transactional Analysis, Neuro-Linguistic Programming, Gestalt Theory of Perception.

Clients:

- Abu Dhabi Oil Company (UAE), National Refinery Company (Jordan), Egyptian General Petroleum (Egypt), Kuwait Investment Authority (Kuwait), KPC (Kuwait), KOC (Kuwait), Bahrain Oil Company (Bahrain), British Petroleum BP (UK), Saudi Aramco (Saudi Arabia), Petroleum Development Oman (Oman), Petronas (Malaysia), Libya Oil Corporation (Libya). Kuwait Investment Authority, Bank of Ghana.

Employers:

2004

**Institute of Leadership and Management
National Consultant**

Marshall was ILM's (the largest Management and Leadership Awarding Body in the UK) National Consultant for the Health and Care Sector (Contract), with a consultant role which required him to supply specialist advice on all aspects associated with providing Leadership and Management qualifications at all levels in this sector. This included helping larger organisations both in the public and private markets gain quality accreditation as a Leadership and Management Assessment Centre. This includes providing the specialist support and advice for senior management development programmes, middle management and supervisors. It required him to interface between organisations, qualification regulators and standards bodies responsible for regulating this sector.

2002-2004

**AjA UK
Executive Consultants**

As Executive Consultant, Marshall developed the idea of an international network of business consultants during the competitive times of the 1990s when a need was identified to bring together a group of like minded specialists in a collaborative and cost effective way that could provide a holistic and unparalleled level of service.

1991 to 2002

**University Hospitals of Leicester UHL
Head of Education Training & Development**

University Hospitals of Leicester NHS Trust is arguably one of the largest hospitals in the UK and employs 11000 staff with an operational budget of £500m. The organisation was a merger between three large hospitals in 2000 with an international reputation for the services provided. Marshall provided development opportunities and qualifications to a broad range of professional and non-professional staff, including delivering personal development to senior managers and clinicians (Doctors and Surgeons), nursing, clinical support and non-clinical staff in leadership and management disciplines. He was also an Assessor for the NHS Graduate Management Training Scheme.

1985 to 1991

**Hotel and Catering Training Board
Business Consultant**

Business Consultant specialising in the Food and Drink Leisure and Tourism Industries

1978 1985

Nottingham Manufacturing
Head of Marketing and Business Growth

Academic Qualifications

Marshall holds 25 different technical and academic qualifications including business, psychology, and in a range of professionally relevant disciplines.

Professional Membership and Affiliations

- Member of the British Psychological Society (MBPS)
- Member of the Chartered Institute for Personnel and Development (MCIPD)
- Member of the Institute of Leadership and Management
- Member of the Institute of Management Consultants (UK)
- Member of the Institute of Business Consultants (UK).
- Member of and Certified Practitioner in Brain Dominance and Whole Brain Training (HBDI)

