



COMPETENCIES, Theory & Application

Course Introduction:

The interview is very often the most crucial stage in the entire assessment process, whether it is carried out for recruitment, development or performance management purposes. Frequently it sees the employer and participant meeting face-to-face for the first time. As such, it provides the employer with an excellent opportunity to explore any areas of concern they might have over the person's suitability for the role.

Course Objectives:

On Completion of the course the trainee/s will know how to:

- Define competencies, their history and the important role they play in Human Resources and the organization.
- Analyze the main components of a competency and the differences between each.
- Extract competencies from business plans and apply the steps needed in designing competency frameworks and models.
- Apply competencies in the recruitment and selection processes.
- Use competencies for identifying training needs, talent pools and succession plans.
- Utilize competencies and behavioral indicators in performance appraisal systems.

Who Should Attend?

Managers, superintendents, supervisors and officers in the functions of Human Resources and/or training and development. The program 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.

Course Outline:

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, Origins and Definitions

- Components: 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
- 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
 - Core Competencies
 - Core Values

➤ **Competency-Based Selection**

- Defining Job Requirements
- Designing and 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

Course Certificate:

International Center for Training & Development (ICTD) will award an internationally recognized certificate(s) for each delegate on completion of training.

Course Methodology:

A variety of methodologies will be used during the course that includes:

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionnaires
- Group Work
- Discussion
- Presentation

Course Fees:

To be advised as per the course location. This rate includes participant's manual, and-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Timings:

Daily Course Timings:

08:00 - 08:20	Morning Coffee / Tea
08:20 - 10:00	First Session
10:00 - 10:20	Coffee / Tea / Snacks
10:20 - 12:20	Second Session
12:20 - 13:30	Lunch Break & Prayer Break
13:30 - 15:00	Last Session