



Competencies – Design, Development and Implementation Training

Description

Introduction

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.

Objectives

- 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.

Content

Day One

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

Day Two

Competencies: History and Definitions

- History, Origins and Definitions
- Components: Differences between Knowledge, Skills and Competencies
- The Iceberg Model
- Competence versus Competency

Day Three

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

Day Four

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

Day Five

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
- Advantages and Disadvantages
- Translating Personal Competence to an Appraisal Rating: The Main Formula

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