

Some vital questions to ask yourself about your organisation's competencies...

Have you defined individual job performance requirements clearly enough to be able to define competencies?

How well are your competencies defined in terms of the following components:

- Personal attributes?
- Skills?
- Knowledge?

How well are you:

- Ensuring that all the components of each competency link to your organisational results?
- Able to measure and test the components of each competency?
- Recruiting for personal attributes?
- Recruiting and /or training for skills and knowledge?

If you are reconsidering your approach to using competencies or just setting out on the competencies journey - PACT would be delighted to help ... and to work with you to ensure you have the competencies you need for improved results.

Your guarantee of quality

'PACT guarantees to meet agreed performance standards. In addition when providing training services all participants signed off as competent by PACT are guaranteed then to be able to perform to the competence standards or PACT will retrain at no charge'



Contact us now – we're ready to help

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One in a series of special reports from



Competencies - are your competencies really designed to improve your organisation's results?

Think about this

Many organisations have spent much time and money developing competencies. Often these have turned out to be a list of desirable characteristics and broad statements of intent, hard to measure and not clearly linked to organisational results.

Examples of competencies are:

Well judged self confidence.
Effective team leadership
Positive impact and influence
Creative conceptual thinking

Competencies are the underlying characteristics that predict a person's ability to perform on the job.

Ill-defined competencies can lead to confusion and a lack of clarity about how a competency can lead to improved results.

Well-defined competencies can help you improve results by allowing you to clearly target your recruitment, selection and training to achieve the results you need.

Competencies need to be broken down and defined.

To be useful in improving performance in your organisation, competencies must be defined in terms of:

- The attributes needed for effective performance
- The skills needed for effective performance
- The knowledge needed for effective performance

Taking your competencies from the broad to the specific will enable you to ensure that your recruitment, selection and training is effective.

If you want this then read on.

ORGANISATIONAL RESULTS

Defining results enables listing of competencies that link to the results. There may be several competencies that link to one result. Results need to be measurable.

Examples
 Productivity
 Quality
 Sales
 New products
 Service standards met

The competencies listed need to be all those which are essential for achievement of the result.



COMPETENCIES

- These are the broad statements of characteristics needed to achieve job results. For example:
Developing others
Teamwork and co-operation
Analytical thinking
- Competencies can be broken down into components by listing and defining the
 - Attributes, and/or
 - Knowledge, and/or
 - Skills
 that together make up each competency
- You usually recruit for attributes and train and/or recruit for skills and knowledge.
- Each competency needs to causally link through to organisational results.

KNOWLEDGE

This is the information that a person has about specific areas.

Example
 A salesperson may know all the procedures to be followed when preparing a sales forecast. An electrician may know the electrical theory explaining how a solenoid works.

Knowledge can be tested or inferred from a qualification or the ability to complete various tasks.

Recruit and/or train for knowledge

PERSONAL ATTRIBUTES

These include such things as:

- What motivates a person to behave in certain ways. For example, a person motivated to achieve will strive to meet higher and higher standards for themselves.
- The traits that a person has - these are the physical characteristics and consistent ways in which they usually react in given situations. Strength, dexterity and reaction time are examples of traits.
- A person's attitudes, values and image of themselves. A person who has a positive image of themselves as capable, is likely to be confident.

Personal attributes can be:

- Directly measured, for example strength and dexterity.
- Predicted using a test, for example a personality or attitude test.
- Inferred from a person's behaviour, for example observing a person's honesty in a given situation.

Recruit for attributes

SKILLS

These are the abilities to perform physical and mental tasks to a given standard and under certain conditions.

Example
Handle customer complaints
Discuss performance with a staff member.

Skills need to be defined so that they are specific and measurable.

Recruit and/or train for skills

