

The logo for Denise Clarke Ltd features a vertical rectangular background with a blue-to-green gradient and a white diagonal line. The text 'Denise' is in a white serif font on a dark blue rectangular background, and 'Clarke Ltd' is in a white serif font on a dark blue rectangular background below it.

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DELIVERING THE HR STRATEGY

COMPETENCE-LED SOLUTIONS

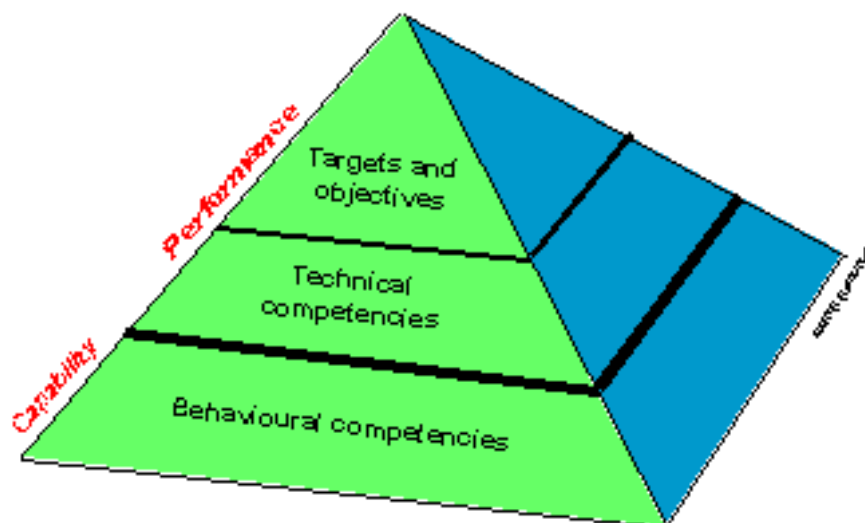
EXAMPLES OF HOW COMPETENCES CAN BE USED

INTRODUCTION

BACKGROUND

People's understanding of what competences are and are not vary considerably. Here, we explain briefly what they are and how you can use them to create tools for HR management and personal development purposes. But first, a few words about how competences are developed and the different ways in which you can use them.

what are technical and behavioural competences?



There are three drivers to performance: targets and objectives, technical competences and behavioural competences. The diagram above¹ explains the relationship between these. Targets and objectives are agreed at performance appraisals and state the annual quantified expectations of staff. These will probably change every year. However, in addition to achieving specific targets and objectives, people need to maintain the organization's good practice in what they *do*: in other words, they need to achieve the requirements of technical competences. They also need to exhibit certain personal qualities – what people *are* ie behavioural competences.

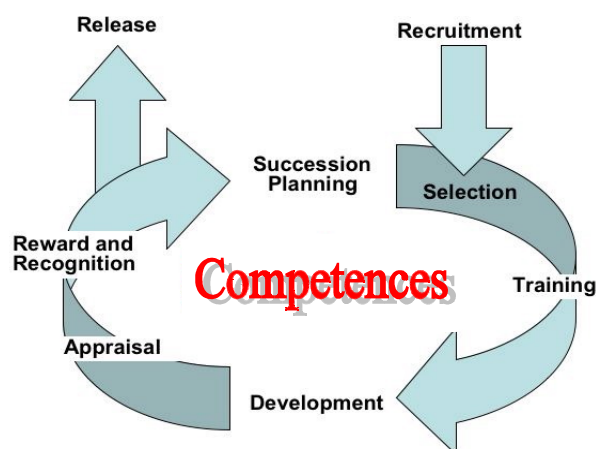
¹ Source: Moloney & Gealy

The technical competences describe what people do in their jobs and the standards they should maintain continuously. They are sometimes known as *functional competences* or *standards*.

The behavioural competences that underlie the technical competences describe what kind of a person someone is – or more likely, what kind of a person they should aspire to being. By developing relevant behavioural competences, someone should be better able to achieve the requirements of the technical competences. For example, if you are going to *deliver presentations* (a technical competence), then it would help to be *self-confident* (a behavioural competence). If you are going to *balance books*, it would help to be *attentive to detail* (a behavioural competence), and so on.

Definitions of behavioural competences also emphasize the culture of the organization in stating explicitly its values, standards and expected behaviours. The two types of competence are quite different and therefore, they require different approaches to development.

how can competences be used?



By describing what an organization expects of its staff, competences can be used for many different purposes such as:

- Recruitment and selection
- Appraisal
- Training needs analysis
- Training syllabus design
- Career management
- Succession planning

Examples of how competences can be used

... and many specific applications within each part of the HR cycle (see diagram above).

Contact us for more detailed information on examples of how you can use competences to enhance performance in your organization.

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