

# ***INTRODUCTION TO COMPETENCIES***

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***UNDERLYING ASSUMPTIONS***  
***COMPETENCY BASICS***



# *Underlying Assumptions*

- In every job, some people perform more effectively than others
- Focusing on the behaviours necessary for task performance is more valid than focusing on previous experience doing the task
- Past behaviour predicts future behavior

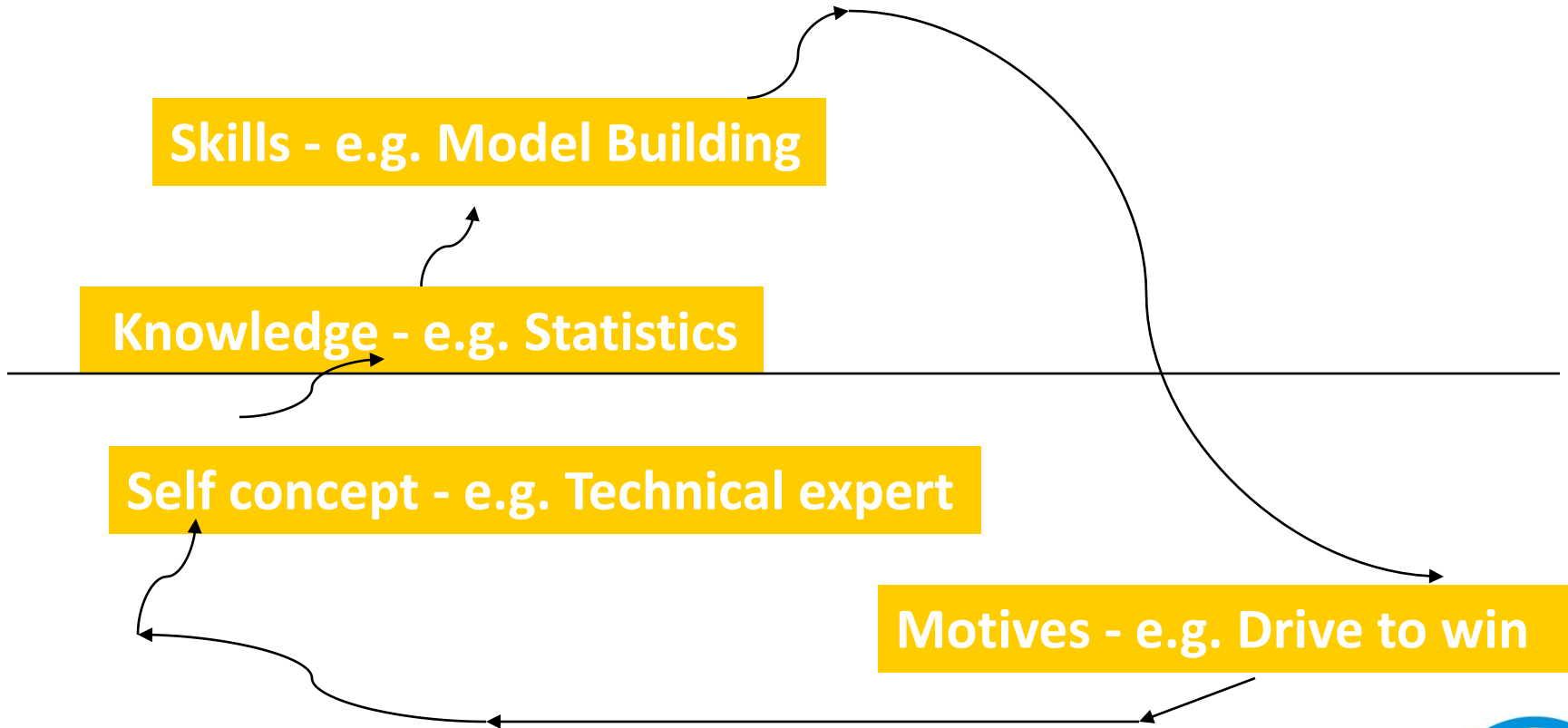


# What is a competency model?

- A model for success for a particular job or role
- Consists of behaviours based on knowledge, skill or ability, motivation & other personal characteristics that lead to successful performance of a role
- Reflects everything that impacts success in the form of critical behaviours



# Competencies



# How to build a competency model

- Data Collection
- Data Analyses
- Model formation



# *Data Collection Techniques*

- Surveys/ questionnaires
- One- on- one interviews or focus groups
  - Successful incumbents
  - Managers of incumbents
  - Key senior managers
  - Subject Matter Experts (SMEs)
- Job related literature
- Benchmark data if available



# Job Competency Questionnaires

- Completed by SMEs to be used as tool for discussion to build consensus
- Distributed to wider audience to increase involvement and buy in of incumbents





# *Expert panels or focus groups*

- Accountabilities today and future (what)
- Competencies - essential and desirable ( how)



# Data Analysis Techniques

- Identify competencies from job related materials and SME interviews
- Identify Key Result Areas (KRAs) from incumbent interviews that top performers use more often, in more situations & with better results



# *Model formation*

- Examine all the data and look for convergence
- Cluster competencies into groups or factors that reflect the principal responsibilities of the role

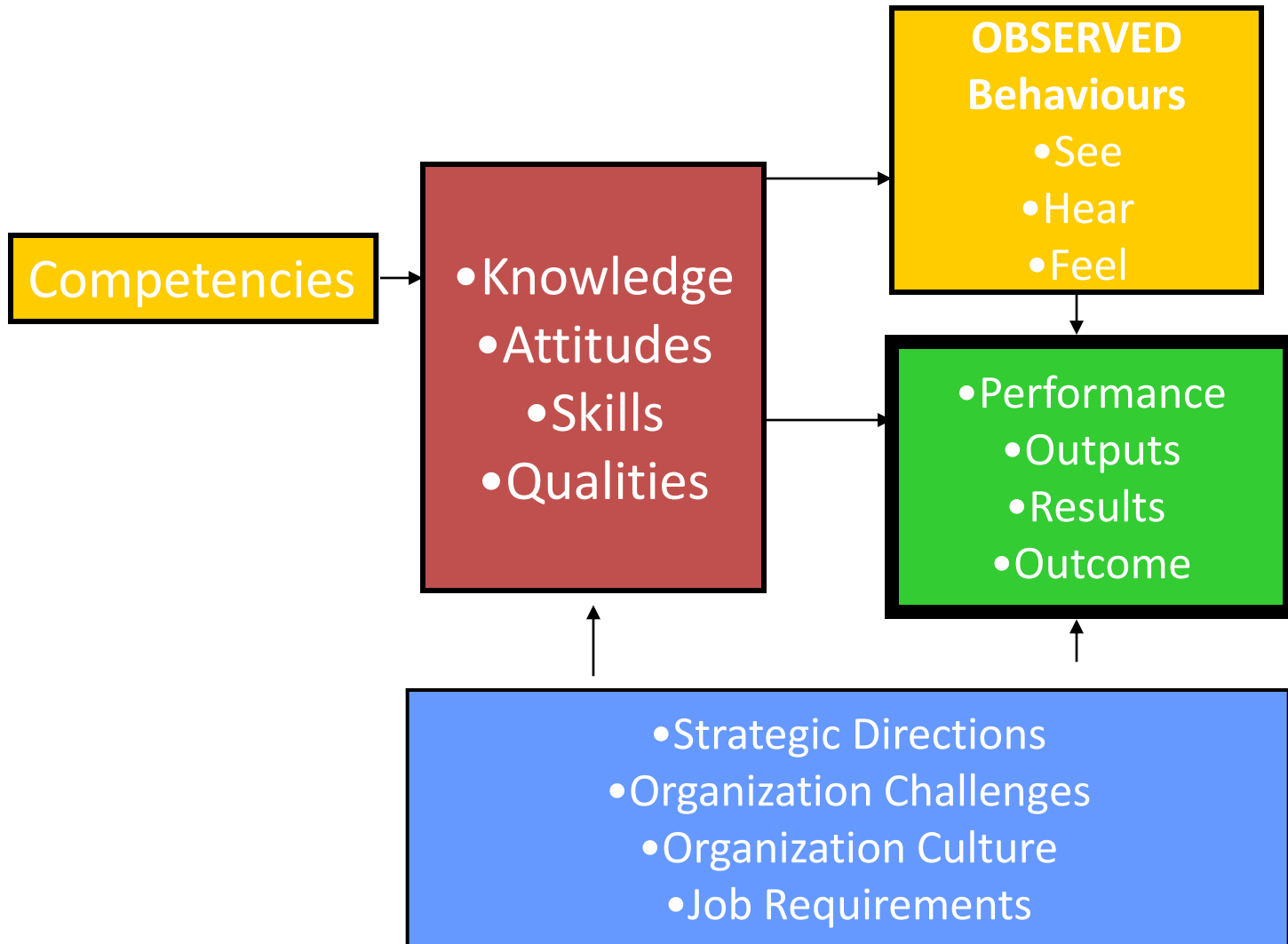


# Application

- Competency model has impact only when it is integrated into the HR system



# Competency Links



# Types of Competencies

- Core competencies\* - required to be observed for all jobs in the organization regardless of function.
  - Examples: Quality Focus, Results orientation, Communication, Innovation
- \*also known as Basic Competencies



# Types of Competencies

- Professional competencies\* - required to be observed for all jobs in a given function situated in a particular job or job family.
- \*Also known as Technical or Functional Competencies



# Professional Competencies: Finance

- Business reporting
- Financial reporting
- Working capital management
- Treasury operations
- Taxation management
- Accounting operations
- Credit control
- Foreign exchange





# Professional Competencies: HR

- Staffing
- Benefits management
- Rewards management
- Organisation development
- Culture change
- Talent planning and development
- Training and development
- Employee relations



# Professional Competencies: Product Manager

- Product Knowledge
- Marketing Planning
- Advertising and Promotion
- Sales Force Dynamics



# Sample Competency principles

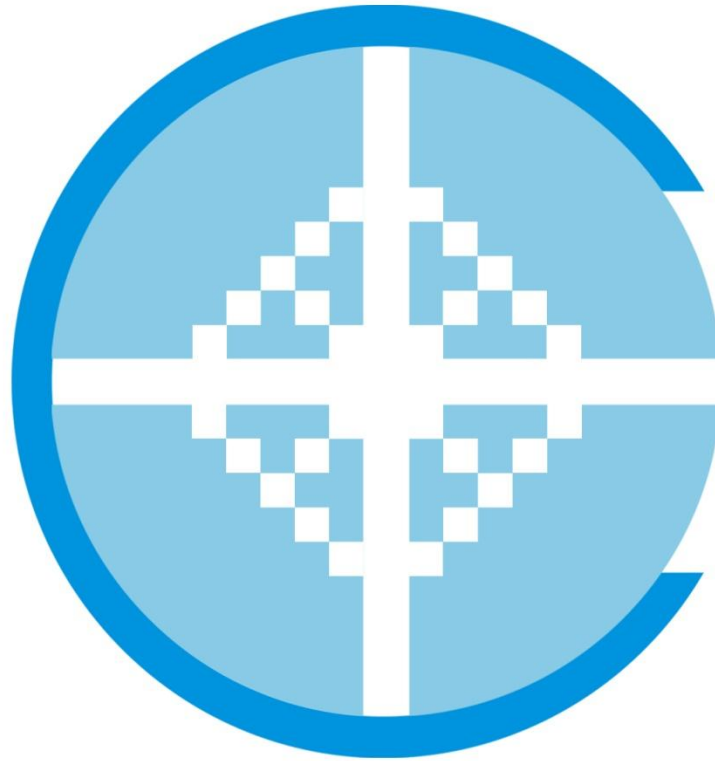
- Our competency framework consists of 2 levels.
- The core competencies: The 10 competencies that had been identified as necessary for all employees to be effective. These maybe described as “how” people need to behave.
- The professional competencies: The professional expertise required in a particular job family or field of activity. These maybe described as “what” people need to know or how to be able to do.
- Each job will require a different mix of these 2 cluster competencies and different levels of expertise.



# Competency policy - A Sample Policy

- Our Company believes that it is vital to assess, develop and reward the competencies of our people in order for us to achieve our mission and goals as enunciated in the Strategic Plan.
- Competencies are defined as the combination of knowledge, skills, abilities and other personal characteristics necessary to achieve the expected performance.





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