9 STEPS
to creating competency profiles

Every successful competency-based initiative starts with the development of job profiles. Once you have identified the competencies that define success for jobs in your organization, you have a strong foundation for every HR activity, including hiring, performance management, and career progression. This nine-step process has been developed and refined during 25 years of competency-based engagements with clients in a wide range of industries.

HRSG

DEFINE

1. Define the goals

Have a clear vision of what you expect to achieve from your competency initiative. Competencies can support a wide range of goals: inspiring the organization, manage change, boost retention, develop learning resources, and more…

2. Define the architecture

Every competency architecture is uniquely designed based on an organization's goals and internal structure. Your architecture provides a common set of rules to ensure job profiles are consistent, easily communicated, and effective.

SET UP

3. Set timelines

Be realistic. Create a timeline that reflects the complexity of your initiative and the number of participants involved.

4. Identify participants

Select a group of participants whose combined knowledge captures the breadth and depth of the job or organizational vision and represents diverse stakeholder interests (geographical, functional, regional, HQ).

5. Create a shortlist

For the selection process to be as efficient as possible, make a shortlist of potential competencies for participants to choose from.

ROLL OUT

6. Instruct participants

Ensure all participants understand the ultimate goals for the competency initiative, the purpose of competency profiles, the process for developing profiles, and their role in the process.

7. Manage selection

Consider using a combination of methods to enhance the competency selection process. Specialized survey tools like CompetencyCore can increase the efficiency of your process. Focus groups are a great way to review input and reach consensus.

8. Finalize profiles

Once participants have submitted their input, the selection of competencies can be finalized by a subject-matter expert, a focus group, or a validation process.

ENGAGE

9. Engage the organization

Communicating the project rationale, goals, and outcomes to employees and other stakeholders is essential to long-term success. While many organizations invest 90% of their resources into profile development and 10% into communications, the ideal allocation should be closer to 50/50.