

## **FREQUENTLY ASKED QUESTIONS (FAQs) ON COMPETENCY FRAMEWORKS / MODELS**

This FAQ has been provided purely for information purposes to serve as guide relative to GOCCs that committed in their 2015 Performance Scorecard to develop a Competency Framework or Competency Model. However, nothing herein shall preclude the GOCCs from adopting different methods in developing their respective Competency Models.

### **1. What is a “Competency Framework or Model”?**

Competencies are the most critical knowledge, skills, and attitudes that drive successful performance, described in behavioral terms, using observable indicators.<sup>1</sup> Thus a **Competency Framework or Model** is a written description of the competencies required for successful or exemplary performance in a job category, work team, work setting, profession, organization or industry. It is the output of analyses conducted to differentiate high performers from average and low-performers.<sup>2</sup>

### **2. What are the different phases in developing a Competency Framework/ Model?**

<b>Scope</b>	<b>Activity</b>	<b>Output/Deliverables</b>
A. Preparation	Orientation	Creation of TWG / Core Team
B. Development	Training/Workshop	Inputs to Competency Model Writing Certificate of Training Completion
	Competency Model Writing	Competency Catalogue Competency Framework Competency Tables Competency Matrix Position Profiles Competency-Based Job Description
C. Implementation	Integration with HR Policies	Assessment Tools / Processes Competency Integration Updated HR Policies

A GOCC may develop the competency model in-house or engage the services of a third-party consultant who will lead the development of the Competency Model of the GOCC. In either case, there must be a clear timeline of activities with

<sup>1</sup> Philippines Australia Human Resource Organizational Development Facility and Civil Service Commission (2013). A Guidebook on Competency Modelling and Profiling.

<sup>2</sup> *Ibid.*

corresponding deliverables, which may vary from the different phases identified above depending on the methodology of the consultant or internal expert.

### **2.1. What do the above deliverables entail?**

- (a) Orientation** – The Core Team and Management attend an orientation conducted by a third-party training provider or internal expert to familiarize themselves with the concepts and undertakings of the Competency Model.
- (b) Training/Workshop** – The GOCC's TWG or Core Team undergoes a series of trainings or workshops to equip them with techniques for the Competency Writing.
- (c) Competency Model Writing** – The GOCC develops the competency model proper in accordance with established methodologies, such as, but not limited to: direct observation, Behavioral Event Interviews, expert panels, etc.
  - ✓ Competency Catalogue – A document that identifies the competencies relevant to the organization.
  - ✓ Competency Framework – A diagram that clusters the competencies identified under the Competency Catalogue into Core, Leadership, Technical and Organizational themes.
  - ✓ Competency Tables – A set of tables containing an operational definition for each competency, identifying the behavioral indicators associated with the competency, and classifying the behavioral indicators into different levels, showing a progression of proficiency.
  - ✓ Competency Matrix – A matrix of all position titles and competencies that identifies the (1) competencies required for each position and (2) the required competency levels for those competencies.
  - ✓ Position Profiles – A set of profiles for all positions identifying the (1) competencies required for each position title, and the (2) behavioral indicators associated with these required competencies. The behavioral indicators must be in accordance with the competency levels required for the position title under the Competency Matrix.
  - ✓ Competency-Based Job Description – A set of all job descriptions of all position titles identifying the (1) tasks and sub-tasks associated with each position title, (2) the competencies required for the position title, (3) the competency levels for these required competencies, and (4) the behavioral indicators associated with the competency levels.

**(d) *Implementation*** – The GOCC applies the competency model to the organization.

- ✓ Assessment Tools / Processes – A set of methodologies used in evaluating whether an incumbent or candidate to a position possesses (1) the competencies required by the position, (2) the actual competency levels of the incumbent or candidate, and (3) the gaps between the actual competencies and competency levels of the incumbent or candidate, and the required competencies and competency levels of the position.
- ✓ Competency Integration – Application of the competency model in the design and implementation of the following HR functions: (1) recruitment and selection, (2) training and development, (3) performance management, (4) career management, (5) rewards management, and (6) leadership development.
- ✓ Updated HR Policies – Board-approved office orders modifying existing or creating new HR policies to implement the integration of the competency model in HR management.

**3. *How long does it take to develop a Competency Framework/Model?***

The time required to develop the Competency Model/Framework can take anywhere from 3-8 months, depending on the size of the GOCC, as well as the methodology and resources of the consultant. GOCCs are advised to procure the consultant early on and negotiate a timeline that meets the commitment in their 2015 Performance Scorecard.

**4. *Who are the companies we can approach/engage to inquire about competency models or frameworks prior to conducting the necessary procurement process?***

In the public sector, both the Civil Service Commission (CSC) and the Development Academy of the Philippines (DAP) offer services to develop a competency model / framework for an organization. In the private sector, HR consulting firms such as Strata and Towers Watson also offer services in developing competency models / frameworks. GOCCs are encouraged to canvass for the provider that best suits their requirements and budget in developing a competency model.