
Competency Frameworks and Competency-Based HR Training Course

12 – 16 September 2027
Kuala Lumpur





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Programme Summary

Competency frameworks and competency-based HR is a five-day training course for HR directors and talent leaders working at strategic level, culminating in a validated competency framework with an implementation roadmap for core HR processes. Many competency libraries are too long, poorly evidenced and disconnected from hiring, appraisal and reward. The approach moves from job analysis to proficiency design and validation, then embeds the framework in each talent decision. Mars Training Centre UK delivers this programme in competency frameworks and competency-based HR.

The Business Case

Where competencies are vague, selection relies on instinct, appraisal ratings drift between managers and learning budgets follow requests rather than gaps. A small set of behavioural and technical competencies, described at observable proficiency levels, gives every people decision a shared, defensible language.

- **Quality of Hire:** Improves selection accuracy by assessing candidates against evidenced role requirements.
- **Rating Consistency:** Reduces variation between managers in performance and potential ratings through anchored proficiency levels.
- **Targeted Development Spend:** Directs learning investment toward measured competency gaps in critical roles.

Principles and Evidence Base

- **SHRM Competency Model:** Serves in Session 1 as a reference combining behavioural competencies with technical expertise.
- **CIPD Profession Map:** Provides a second Session 1 reference for describing behaviours and progression across levels of practice.
- **Critical Incident Technique and Repertory Grid:** Supply the job analysis methods used in Session 2 to surface the behaviours that separate effective from average performance.
- **Behaviourally Anchored Rating Scales BARS:** Underpin the proficiency level design in Session 3 and the assessment approach in Session 4.

Intended Participants

- Executives who own the people strategy behind talent decisions.
- Senior leaders responsible for organisational development and job architecture.
- Heads of talent who run selection, talent review and succession.
- Leaders accountable for learning priorities and capability building across the workforce.



The programme serves HR, organisational development, talent management and learning functions across energy, banking, healthcare and government.

Learning Outcomes

1. Participants will be able to evaluate an existing competency framework against reference models.
2. Participants will be able to apply job analysis methods that identify the competencies of critical roles.
3. Participants will be able to construct role profiles with proficiency levels described as observable behaviours.
4. Participants will be able to validate a competency framework with subject-matter experts and performance evidence.
5. Participants will be able to design the use of competencies in selection, performance, learning, succession and reward processes.
6. Participants will be able to justify a governance and refresh model for the framework to an executive team.

Programme Structure

Day 1: Competency Frameworks in Strategic HR

What role should a competency framework play in the organisation's people strategy?

- Behavioural, Technical and Leadership Competency Families
- SHRM Competency Model as a Reference Structure
- CIPD Profession Map and Levels of Practice
- Linking Competencies to Strategy and Organisational Values
- Framework Health Check Against Clarity and Usability Criteria

Day 2: Job Analysis and Competency Identification

How are the competencies that drive performance in critical roles identified?

- Critical Role Selection and Job Families
- Critical Incident Technique Interviews
- Repertory Grid for Distinguishing Effective Performance
- Focus Groups and Subject-Matter Expert Panels
- Competency Dictionary Structure and Naming Rules

Day 3: Proficiency Levels and Role Profiles

How are competencies described so that they can be observed and assessed?



- Behavioural Indicator Writing
- Behaviourally Anchored Rating Scales BARS Construction
- Proficiency Level Design From Foundation to Expert
- Role Profile and Competency Matrix Templates
- Validation With Performance Data and Expert Review

Day 4: Competency-Based HR Processes

How are competencies embedded in selection, appraisal, learning, succession and reward?

- Competency-Based Interviewing and Assessment Centres
- Competency Ratings in Performance Appraisal
- Competency Gap Analysis and Learning Needs Analysis
- Talent Review and Succession Readiness Profiles
- Competencies in Grading and Reward Decisions

Day 5: Applying Competency Frameworks

How are design, validation and process links combined into a framework the executive team can adopt?

- Framework Governance, Ownership and Refresh Cycle
- Applying the Job Analysis Results to a Participant Organisation
- Testing Role Profiles Against a Selection and Appraisal Scenario
- Prioritising Process Integration Using Gap Analysis Findings
- Competency Framework Presentation to a Simulated Executive Team

Methodology

The programme relies on structured exercises in which participants analyse real roles, write behavioural indicators and build role profiles. Cases from several sectors show how frameworks succeed or stall, and peers review each draft. Session 5 tests the framework in an executive simulation.

- Suggested activity: Conducting a critical incident interview for a hospital department head role.
- Suggested activity: Writing behaviourally anchored proficiency levels for a bank relationship manager competency.
- Suggested activity: Turning a competency gap analysis into a learning plan for an energy engineering team.

Capstone Output

Each participant completes a competency framework pack for their own organisation. It contains a competency dictionary, role profiles with proficiency levels for two critical roles, a validation record, a process integration plan and a governance model for the next framework release.



Frequently Asked Questions

Is the competency frameworks programme suitable for senior HR leaders?

Yes. It is designed for HR directors, heads of talent and organisational development leaders at strategic level. It assumes HR process experience but no prior framework design.

Which models does the competency frameworks programme rest on?

It rests on the SHRM Competency Model and the CIPD Profession Map, the critical incident technique and repertory grid for job analysis, and Behaviourally Anchored Rating Scales for proficiency levels.

How is the competency framework capstone used at work?

You leave with a framework pack that can go to your executive team as the basis for adopting or relaunching the competency framework.

How does competency-based HR differ from a performance management programme?

Competency-based HR builds the shared language of behaviours and skills that every talent process uses. A performance management programme concentrates on goals, appraisal cycles and feedback.