Competency Management SolutionSolution

IFM
TRAINING CONSULTANTS

Competency Frame Works

CompetencySet™ Software

Competency Training

For 25 years, we've helped organisations solve big challenges through competency-based talent management. Our solutions include CompetencySet™ software, training, and consulting services that reflect global best practices, streamline the talent-management process, and help HR teams see measurable results sooner.

Competency Management Consultancy

Build a competent workforce, meet compliance requirements, and achieve operational performance excellence

Why Competencies Are Important?

"The number one strategy, used by best-class companies, was to develop a competency framework."

ITALIC

IFM's Competency Management group has partnered with professionals worldwide to develop their personnel into world-class employees. It offers a complete competency management solution—from assessment and assurance through blended development opportunities.

What Is Competencies?

A *strategy* that ensures that the **right competencies** are available **in the right numbers and at the right time** to enable the organization achieves its strategic goals. Competencies are a combination of knowledge, skills, abilities and other individual characteristics (including but not limited to motives, personality traits, self-concepts, attitudes, beliefs, values, and interests) that can be reliably measured and that can be shown to differentiate performance.

Our competency project personnel are distinctly qualified, with deep specialist backgrounds in a variety of subject matter areas, competency expertise, cultural literacy, and strong team leadership and project management skills. Whether providing full time consulting support for an integrated competency management project, qualified assessors to perform on-site assessments, or competency specialists to review an existing competency management system, we offers a wide range of services to address a company's learning and development challenges, covering:

- ○ Competency Management Process
- ○ Competency Model Development
- ○ Assessment and Verification
- ○ Change Management and Communication
- ○ Recruitment and Training Strategy
- ○ Succession Planning and Career Ladders
- ○ Training and Development System
- ○ Content development for both traditional and web-based learning systems
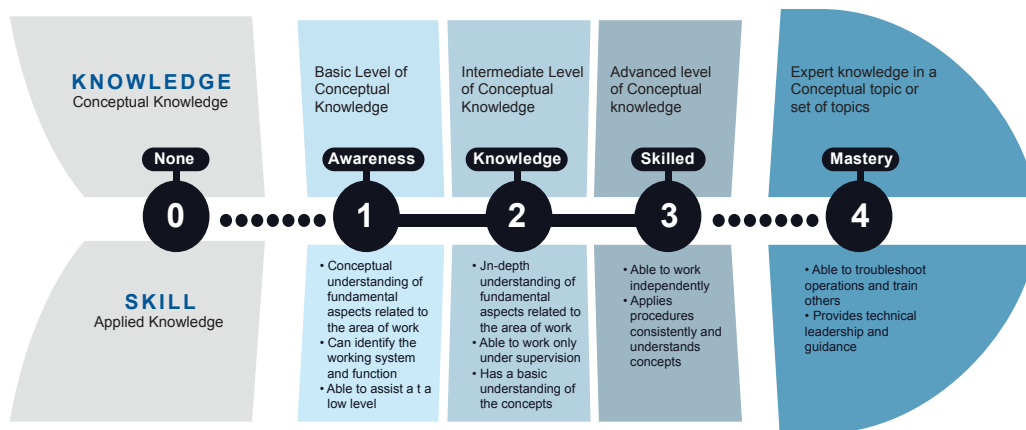
Why Competencies are Important to Organisations?

Competency modelling is increasingly important for workplace learning professionals tasked with learning results by developing a Competency Framework to Linking organisation Objectives with personal performance. Research suggests that some individuals may be 20 times more productive than others.

In the traditional method of hiring, most of the organisations looked at just the visible components of competencies; the knowledge and skills.

Competency models have emerged as valuable tools. They can be created for specific jobs, job groups, occupations, industries and organisations.

KNOWLEDGE Conceptual Knowledge	Basic Level of Conceptual Knowledge	Intermediate Level of Conceptual Knowledge	Advanced level of Conceptual knowledge	Expert knowledge in a Conceptual topic or set of topics
None	**Awareness**	**Knowledge**	**Skilled**	**Mastery**
0	**1**	**2**	**3**	**4**
SKILL Applied Knowledge	• Conceptual understanding of fundamental aspects related to the area of work • Can identify the working system and function • Able to assist a t a low level	• Jn-depth understanding of fundamental aspects related to the area of work • Able to work only under supervision • Has a basic understanding of the concepts	• Able to work independently • Applies procedures consistently and understands concepts	• Able to troubleshoot operations and train others • Provides technical leadership and guidance

Benefits of a Competency Framework

For the Organisation:

○ Competency achieves consistency across the organization and empowers employees

○ The organization and people both gain by having expectations better explained and understood

○ Translates the organization's core values into everyday actions

○ Improve stakeholder relationships

○ Cost effective training & development

○ Ensure availability of a competent workforce to meet the organization's present and future needs.

○ Competencies enable organizations to better communicate with employees

○ Enable employees to achieve a high level of performance

○ Ensure that training and professional   are cost-effective

○ Improve communication between employee and management

○ Develops employees for the Succession Plan

○ Provides measures for performance required to meet organisation's goals

○ Ensures effective employee selection; "hire for attitude, train for skill"
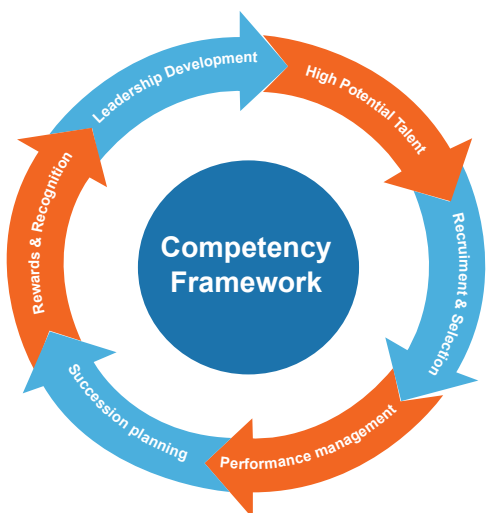
For Employees:

- Employees know the standards expected from them.
- Their achievements are recorded and recognised.
- Their training needs are formally recorded.
- The performance can be compared to both Company and International Standards.
- They have a record of Competence Recognisable by Industry
- Set clear performance expectations for employees
- Enable employees to make work more effectively
- Know what skills they would need to develop to move up in the organisation
- Clarify standards of excellence
- Specify targeted areas for professional development
- Lead employees to greater engagement and motivation

Competency Management Process

IFM has found that a robust Competency Management Process must include:

- Competency Model Design – identify competencies vital to job performance
- Developing in partnership with client experts
- Assessment – gauge personal competency level to determine areas of strength and development needs
- Competency Building – provide development opportunities so employees can progress in their jobs and careers
- Periodic Reassessment –
  - Gauge competency improvement (typically 1x/year)
  - Review and update models to capture emerging skills and changes to job roles (2-3 years)

Existing Staff	Fresh Graduates	Interview new staff
Prepare Competency Framework (model)	Prepare Competency Framework (model)	Prepare Competency Framework (model)
Assessment	Assessment	Use Model for Screening and Assessment
Define Improvement Area	Prepare IDPs	Manage Progress and Promotion
Prepare IDPs	Execute IDP with frequent performance follow-up	Annual Re-Assessment
Execute IDP and Re-assess	Assessment	

Types of Competency Management

After considerable number of competency assurance projects, and understanding the diverse nature of employees; according to their educational background, behaviors, expertise and job grades/level. We have developed Three (3) different Competency Assessments Methods, to cover all job grades/levels:

- ○ For Vocational Employees (Operations & Maintenance Technicians, Front-line, Senior Operators/Technicians)
- ○ For High/University Graduates
- ○ For Executives, Top Managers, Team Leaders and Department Managers

What gets measured gets done!

Proficiency levels

Each Competency Chapter will include four (4) proficiency levels:

Level 1	**Awareness**	• Can identify the working system and function • Able to assist at a low level
Level 2	**Knowledge/ Basic Application**	• Able to work only under supervision • Has a basic understanding of the concepts
Level 3	**Skilled Application**	• Able to work independently • Applies procedures consistently and understands concepts
Level 4	**Mastery**	• Able to troubleshoot operation and train others

Level 1

Awareness

"a general understanding of a particular topic or subject matter. and application of that understanding under supervision"

Level 2

Knowledge

"the condition of possessing specific understanding as a result of instruction, study or experience, and application of that knowledge under controlled conditions"

Level 3

Knowledge

"the condition of possessing specific understanding as a result of instruction, study or experience, and application of that knowledge under controlled conditions"

Level 4

Mastery

"the possession and application of a very high level of knowledge and proficiency in a subject, skill or particular field"

Competencies Model

Competency modeling is the identification, definition, and measurement of the Knowledge, Skills, Abilities and Attitudes that are needed to perform successfully on the job.

Once an organization's jobs are strategically mapped, an employee can accurately create a dynamic, personal career path.

This tangible path re-evaluates job match percentages in real time, drawing upon a constantly-evolving skill and competency profile.

Competency vs. Job Descriptions

A job description for a given position results from **job analysis process**. Traditional analysis looks at *elements of the job* and defines the job into sequences of tasks, duties and responsibilities necessary to perform the job.

Competency studies the people who do the job well, and defines the job in terms of **Knowledge, Skills and Behaviors.**

Integrity, Trust &Credibility   Management

Delegation & Performance

Management

Project/process Management Managing Execution Coaching & Developing Talent

Managing Differences/ Conflicts

Job Descriptions looks at **WHAT - Competency Model** focuses at **HOW** listing of incumbent's qualifications, skills, and abilities, that are needed to perform a particular job efficiently.

A competency is a set of skills, knowledge, abilities, attributes, experience, personality traits and motivators which has a predictive value towards an individual effectively performing in a job.

Competencies -> Performance

The degree of competence of a person determines how that person may perform in a particular job.

Organizations that correctly implement Competency Management solutions experience reduced turnover, improved employee engagement and an enhanced talent pipeline.

Our Methodology

IFM is committed to providing clients with complete and pragmatic Competency Assurance Management Solutions, built on a sound understanding of different organizational businesses to ensure clients meet their strategic objectives by maximizing their workforce potential. Throughout Competency Assurance Management project, IFM team will work collaboratively with client's guaranteeing ownership of the Competency Solution.

We believe this philosophy leads to long-term sustainable and mutually trusting relationships with our clients.

At the heart of our operations are IFM's values of: Teamwork, Integrity, Empowerment and Innovative Solutions.

Our Approach

IFM approach provides Competency Assurance Management System to recognize organizational capability; knowing your personnel strengths and weakness, talent pipeline, learning effectiveness and future workforce demand allows the organization to be more efficient and competitive while avoiding unnecessary risks.

IFM CompetencySet consists of four integrated elements: Competency Development Framework, Assessment and Verification, Individual Development Planning, and CompetencySet System Online.

CompetencySet solution is a great worldwide assistance in planning, implementing and managing the complete competency management systems. A web based builder to organization's competency frame works, assessment and reporting system that manages all personnel development activities and capture the progress made in individual/employee development plans and see at the glance your corporate wide competency incompliance levels.

Level 4
Superior

Level 3
Advanced

Level 2
Intermediate

Level 1
Beginner

Two Methods of Competency Assessment

After considerable number of competency assurance management projects, and understanding the diverse nature of employees; according to their educational background, behaviors, expertise and job grades/level. We have developed Two (2) different Competency Assessments Methods, to cover all job grades/levels:

1. For University Graduates/Fresh O&T Graduates.

Front-line Operations & Maintenance Technicians, O&Ts (Operators / Technicians), Senior O&T, and Supervisors job posts.

IFM standard assessment process includes assessments by the employee, supervisor, and a third party verifier or qualified assessor. Each user can upload evidence and comments during the assessment to assure an employee's competency level for that specific competency unit. This evidence upload capability ensures a fair, objective assessment process that can be subsequently audited and verified. Using CompetencySet Online configuration settings, each organization can modify the assessment workflow to meet their unique process.

IFM Competency Management System includes two main elements: **Assessment & Verification** and **Learning & Development**.

Stage 1 - Assessment & Verification   **Stage 2 – Learning and Development**
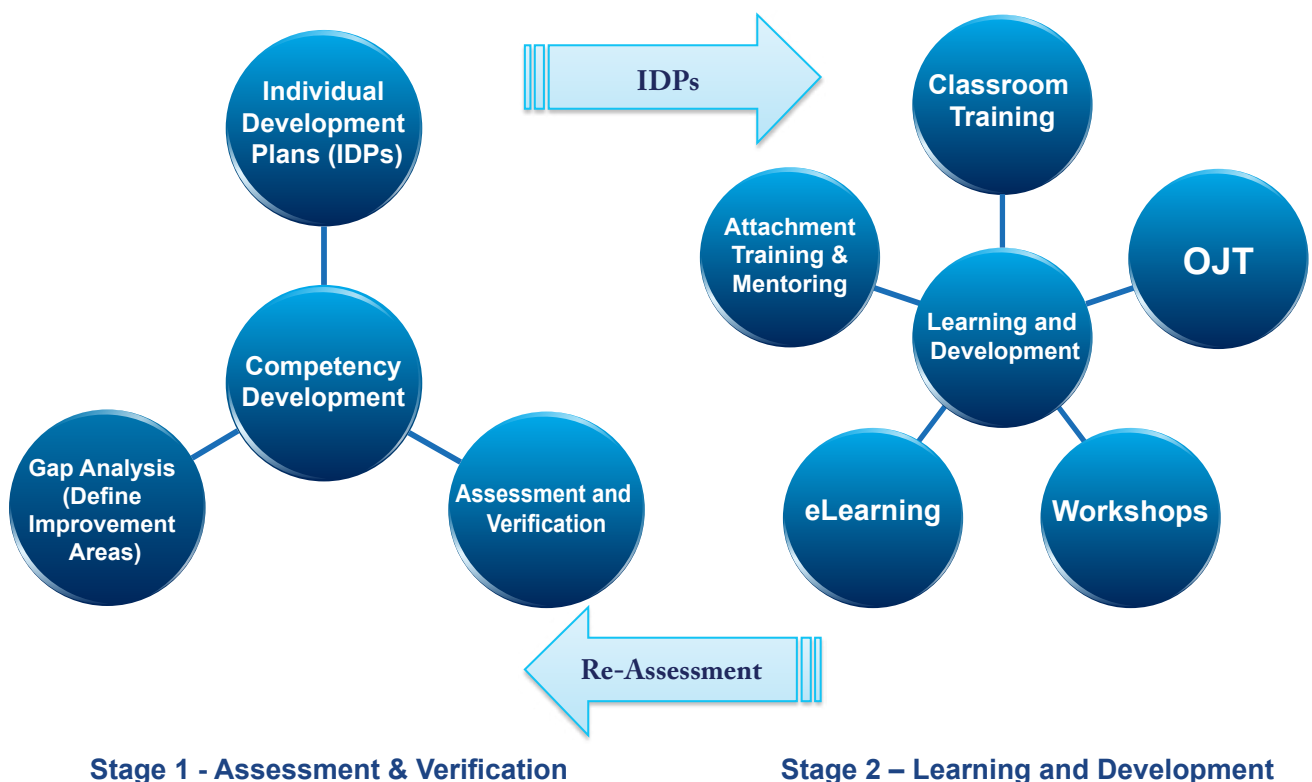
CompetencySet Online Software

Industry-Leading Competency Assurance and Competency Development Management System

CompetencySet Online is a comprehensive web-based integrated solution for assessing, training, developing, reporting tool and managing your workforce System Functions.

CompetencySet solution serves the full life cycle of Competency Assurance (CA) and Competency Development (CD) from:

○ Building **Competency Development Frame Works (DFWs)**,

○ Conducting **Assessment and Verification** providing supporting evidences and **OJT Real-work Task Assessment**,

○ Identifying competency development areas (**Gap Analysis**) and **SMART detailed tasks**,

○ Generating **Individual Development Plans (IDPs)**,

○ Advanced **Reporting**

○ **Training Matrix, Training Curriculum and Training Resources**

○ Tracking the **Learning and Development Processes** for employee, team, department, site, and the entire organization,

○ To setting timeline for **re-assessment**.

○ Create an integrated Compliance Module to ensure mandatory, safety-critical training is completed.

○ It has a Competency Library available in the industry covering technical, field and craft, and business technical competencies as well as behavioral and soft skills.

○ This software tool is an evergreen process and methodology that allows individuals to build competencies over time through assessments and personalized learning plans.

○ Integrated capabilities Competency models, assessment and verification tools, compliance regulations, and training resources all in one place.

○ Comprehensive reporting Customized reports on assessment results, individual learning plans, course completion and reassessment tracking, time and resource estimation, and compliance status.

○ Easily accessible management views Management views within the system range from macro to micro: from the entire workforce, to a job area, to a single individual.

○ Employee views Individuals can see their job requirements, assessment results, Individual Learning Plan, learning and development schedule, and career growth path.

CompetencySet System Features & Function:

IFM provides clients with two licensing options for implementing CompetencySet Online to meet their unique needs. For clients who want to get started rapidly, IFM's Managed Service provides an efficient entry into competency management. For those clients who need to create internal data interfaces with existing systems the Client Hosted solution provides the best alternative.

CompetencySet is a powerful online access and secure multilevel competency assessment and gap analysis tool, user-friendly, cloud-based system, offers advanced reporting tool, email notifications and drag and drop capability, interacts with SAP, Oracle, and any other HR System, and SQA Certified.

The functions of the proposed CompetencySet System shall cover all functions of all the available systems in the market and not limited to the followings:

Development Frame Work (DFW)

1. **Establish Development Frame Work (DFW)** for certain job by integrating facilities from MS Excel /word file and shall contain the following main units:

    A.   Core Competencies

    B.   Support competencies

    C.   General competencies

    D.   Behavior competencies

2. **The system shall have the flexibilities as follows**:

    A.   Allow the user to define any numbers of the main unites of the DFW from 3 to 5

    B.   Allow the user name the above main contents as required

    C.   Allow the user to set the professions levels as required 3 to 6

3. The system shall have the flexibilities for by lingual

4. The system shall have the edit facilities for adding up, deleting and amendment competencies and / or the performance criteria table.

5. The edit facility shall be as easy as editing the criteria itself on the same location / part

6. The system shall have the capability of selecting any competency element from any other DFW and inject ing it to other DFW as required

7. The DFW shall cover the relevant training courses and linked with the competency elements.

8. The DFW shall cover list of the real work tasks that are mandatory to achieve the set competencies and also linked with the competency elements

9. The system shall have different access levels with different roles for employee, coach, mentor, assessor, verifier's line manager … etc.…...

10. The system shall provide the facilities to the SME to define / establish competency profile with the recom mended levels for each element

II. Assessment

The scope of the assessment shall cover any individual either fresh employee and / or existing employee

1 The system shall allow for the following on-line assessment levels:

    A   Self-Assessment

    B   Assessor assessment

    C   Verifiers Assessment

    D   Line manager assessment / Input performance relevant to specific assessment.

2. The quality of the online assessment shall be secured and guaranteed

3. The system shall be flexible to be configured to provide different kind of reporting as per the user/clientre quirements

4. The system shall has the features of conducting remote on line assessment between two parties through any communication media (Skype or so) with the ability to attach evidences as necessary

5 The assessment types will be either verbal (**Q**), Writing, Product **(P)** and Observation while performing the job (**O**)

6. The system shall be able to print the assessment form for selected competency elements

7. The system shall produce individual objectives linked with the team objectives / activities which can be used to measure the individual performance. The individual objectives should be taken from the real work tasks of relevant DFW

8. The system shall allow the line manager to input the performance of the employee

9. The system shall produce the following reports:

    A.   Individual gaps

    B.   Group Gaps

    C.   Categorize the gaps as knowledge / skills

10. The system shall produce the Individual Development Plan (IDP) from the assessment results. The IDP shall cover the following main activities / tasks :
    - A. Recommended training courses
    - B. List of the OJT tasks
    - C. List of tasks that require attachment with other divisions / teams and not with parent team

11. The system shall allow the line / employee to insert the date / duration / locations for executing the IDP main topics listed above to establish an execution plan

12. The IDP tasks shall be made smart and shall cover the following :
    - A. Specific Objectives to be achieved after performing the task
    - B. Measure / KPI, on how to measure the performance of the candidates after performing the above tasks
    - C. Action plan, on what actions are needed to archive the set objectives
    - D. Time frame to achieve the task objectives
    - E. The relevant competency elements that will be covered / signed off after performing the subject tasks

13. The system shall produce Monthly Progress Report to be reviewed with line and L&D officer. The report shall present the due tasks / courses / activates for line confirmations and signing of the activities. A recovery action plan shall be produced to restore any unachieved objectives and / or alternatives.

14. The system shall have the ability to report the team competencies against the required job levels for all elements and highlighting the gaps if any

15. The system shall has the ability to report the team competencies against certain competency elements and / or job requirements

16. The system shall have the ability to report the team competencies against the job required job levels for all elements when an experienced employee moved out and / or retired

17. The system shall produce Quarterly Progress Report (QPR) for group of candidates within a certain business unit. The report contents shall be agreed

18. The system shall report / highlight the high potential candidates based on the assessment results

III.   Interview Selection

The system shall define the following for interviewing potential candidates for certain job:

- A. List of critical tasks that relevant to the post with (O) legend
- B. List of the knowledge items with the highest level with (P&Q)

IV.   Succession Planning

1. The system shall define the define candidates potential to fill critical jobs from the existing staff based on their competency's level and the post requirements.

The system shall provide all employees with job matching facilities to help them define / propose their career.

Competency Management System and Talent Management

Companies that are most successful treat their employees the same way as their business lines: carefully analyzed and strategically developed to support business goals, these types of companies:

- ○ Identify the competencies and experiences needed to meet their strategic goals and plan
- ○ Identify the gap between their needs and current resources
- ○ Acquire the talent they need by developing their own internal and recruiting new staff

The CompetencySet process and utilization of CompetencySet Online identifies the skills and competencies needed to perform a specific position using data and interviews from the client. Using both an employee and manager assessment process, the employee developmental opportunities (skill gaps) are identified and real-time development plans are created at the individual level.

Human resources and learning and development organizations are now armed with real data to support program offerings to meet real business needs.

Best in Class		CompetencySet Online	
1	Identify competencies and experiences	Identify skills and competencies	1
2	Identify the gap	Assess identify the gap	2
3	Develop employees or acquire new talent	Create individual development and training plans	3

CompetencySet Online Management Reports

Advanced Reporting: CompetencySet Online Software provides management reporting capabilities to help organizations meet competency and regulatory compliance requirements. The Succession Planning report allows managers to identify the most competent candidate for a selected position. Built on our career path capabilities, it also provides employees with a career development roadmap.
The Regulatory Report is used to plan and manage staff rotations while ensuring country-specific regulations are met.

Job Area Reporting:

CompetencySet Online system provides reports competency levels clearly and concisely according to job area and job title. Clients use the Job Area Gap Report across large data sets to identify patterns, mitigate risks, and more effectively plan their development activities.

The Training Matrix helps managers to identify the type and volume of training required across the business and makes more efficient use of training budgets

Psychometric Assessment

Psychometric tests are a standard and scientific method used to measure individuals' mental capabilities and behavioral style, and suitability for a role based on the required personality characteristics and aptitude or cognitive abilities.

IFM Psychometric Assessment aim is to gain reliable and objective insights into individual strengths and capabilities and development needs. Our approach is a 'Multi-Modal' to ensure each candidate is seen by three different Assessors, across three different settings (group, one-to-one and individual (Behavioral).

IFM utilizes Saville Wave Professional Styles (Personality) & Saville and Swift Aptitude Tests given that it is the most valid and reliable personality instrument on the market today and is available to take in Arabic or English languages.
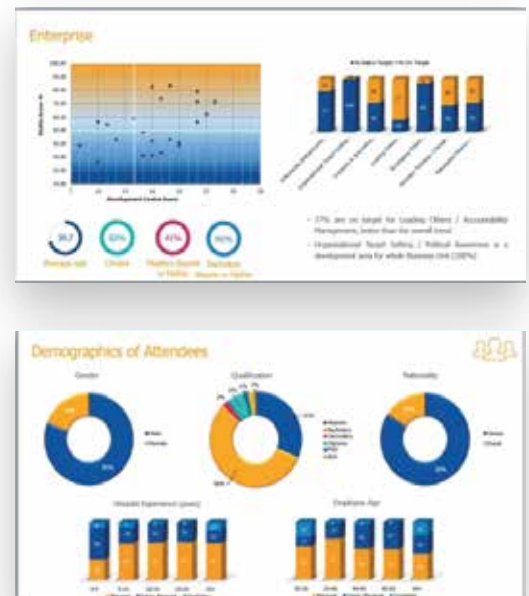
CompetencySet Online Software Configuration

CompetencySet Online provides a flexible software system to assess the competency levels of existing and new employees, match training resources, and accelerate the development of your workforce. CompetencySet Online clients all use the same commercially available version of the software; however, by utilizing its configuration parameters, each client is able to tune the system to meet their own, unique needs. This capability allows clients to have a system that is customized to their specifications while enjoying the benefits of using a system that is constantly evolving as part of a commercial software product. CompetencySet Online's configurable settings include:

○ Building Competency Development Frame Works (DFWs),

○ Number of competency levels, from four to nine, for each Competency Unit

○ Definable assessment workflows including employee self-assessment, supervisor assessment, qualified assessor, multiple supervisor assessments, and peer assessment

○ Super-user defined Compliance Question Wizard to assign compliance requirements

○ Conducting Assessment and Verification providing supporting evidences and OJT Real-work Task Assessment,

○ Identifying competency development areas (Gap Analysis) and SMART detailed tasks,

○ Generating Individual Development Plans (IDPs),

○ Advanced Reporting

○ Industry-leading, dynamic dashboard reporting driven by User-defined data attributes

○ Display current or past assessment data to assessors in current cycle

○ Training Matrix, Training Curriculum and Training Resources

○ Tracking the Learning and Development Processes for employee, team, department, site, and the entire organization.

○ Learning plan workflows to create and approve learning plans and drive learning

○ To setting timeline for re-assessment.

Dashboards provide snapshots of compliance status. Individual views allow employees to maintain their compliance.

CompetencySet Online Software conveys real-time information on the state of workforce competency and compliance. With this comprehensive view, upper-level managers can be assured that the organization has the right people performing the right jobs across the entire organization. In addition, CompetencySet Online helps to identify the ideal forms of learning for their individual workforce to prioritize development goals within budget guidelines. It allows managers to plan and budget future workforce development needs, including succession planning.

Managing, monitoring, and ensuring compliance with the increasingly complex manpower regulations that exist around the world is essential for all organizations. Our Compliance Module streamlines the process and keeps compliance status current, organized, and readily available. The Compliance Module reports the extent to which a company complies with its mandatory regulations, including the status of each employee's individual compliance requirements and the training required to achieve and sustain that compliance. We work with companies to identify compliance requirements for each job and each facility, and the various forms of training required to meet compliance standards and avoid penalties. The Compliance Module can be used on its own, or in combination with a competency project. We provide a fully integrated solution that can interface with existing learning management and human resource information systems. The module is easily updated and expanded to respond to new and changing regulations, and is applicable to all job functions.

The dashboard provides a snapshot of compliance levels and can be sorted using our smart lists and additional reporting capabilities that allows clients to build people-on-board or shift reports to help meet government regulations and internal policy requirements.

CompetencySet Comprises competency models, analyzes assessment data, determines competency skill gaps for each employee, plans IDP and manages training plans.

CompetencySet provides multiple types of reporting and tracking, for example and not limited to:

- Employee to view his current assessment results, development plan, and career growth

- Department Head to view the strengths and areas of improvements of his direct-reports,

- HR& Training to view the company common gaps in order to spend training budgets

    efficiently.

- Board of Directors to understand their organizational capabilities and avoid unnecessary

    risks.

- Also serves as a blueprint for talent acquisition and Succession Planning.

- One-click assessment results, individual training plans, course completion tracking, and reassessment,

    and the ability to estimate the resources, time and budget required to bring each

    employee to his/her target level of competence.
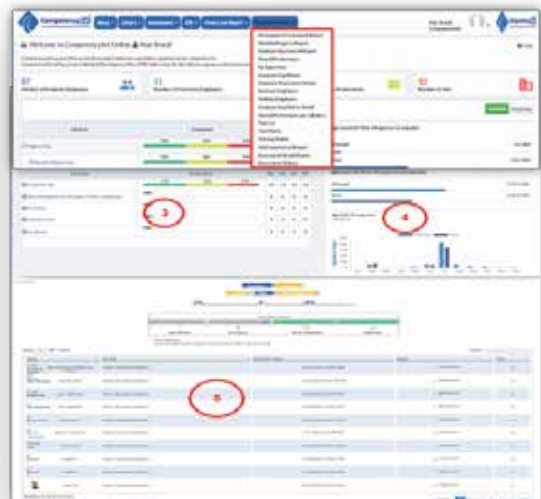
Training Resources and Training Development

Learning and development

After an employee completes the assessment process, the employee, supervisor, mentor, and/or training coordinator work within CompetencySet Online to build an actionable, individual learning plan targeting a discrete subset of competency gaps. By concentrating on three to five competencies at a time, the employee stays focused on a small set of specific, blended development activities. Once the employee learns and applies the new knowledge and skills in the work environment, they are re-assessed on that specific competency unit to close the gap. At that time, further competencies can be assigned to their learning plan, thus creating a continuous training loop.

Training: during the implementation process, our consultants provide extensive on-the-job training to ensure you get the most from CompetencySet Online. In addition, our offers a three-day CompetencySet Online Administrator Training workshop, both publicly and privately, for those who plan to administer CompetencySet Online once deployed. For client-hosted solutions, CompetencySet Online Technology Training provides the client's IT team with the skills required to manage and upgrade the system on their own servers.

Development and support: Our Competency Management Group is continuously developing and improving the CompetencySet Online software, with new releases every one to three months guided by client user-group meetings and industry direction. Our technical support team provides global coverage to answer functional and technical questions promptly to our user community

E-Learning

n order to serve our various clients' training needs; IFM has partnered with multiple international e-Learning vendors and managed to match-up competency elements, of the competency development frameworks, to e-Learning courses.

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and find out about designing and building competency model for your organization.