



# Consultancy *Competency frameworks*

## **WHY USE COMPETENCY FRAMEWORKS?**

All organisations want to ensure strong performance from their staff. The difficulty is in knowing “what good looks like”. A competency framework sends a strong message to everyone in the organisation about the qualities and behaviour which are valued, encouraged and rewarded.

The right competencies can offer your organisation a competitive advantage; the wrong ones can root you deep in the managerial dark ages. A strong competency framework provides measurable criteria that form the basis of recruitment, development and performance management. It can also be used as the foundation for a top quality performance review system.



## **BENEFITS**

We help you choose the competencies that represent your organisation’s aspirations and meet your needs. Working in partnership with your staff to develop observable evidence-based behaviours for each competence, we then create the right system for your organisation, which will encourage and reward good performance and motivate and develop those who do not yet meet all the requirements.

Many OPS clients ask us to develop a performance review system alongside the competency framework, and this makes it much easier to see the new framework working effectively from the outset.

Some of our clients use our web facility to provide a tailored questionnaire based on the competencies which can be used for selection, appraisal or in 360° format for development.

Using OPS will help you ensure that:

- Your framework is relevant, simple and easy to use.
- Your framework is “owned” by all staff, who are consulted and involved throughout the process.
- Your competencies reflect the culture, needs and aspirations of the organisation.
- Staff and managers can see clearly what is expected and assessed.
- Employees are motivated, not intimidated by the system.

## USING COMPETENCY FRAMEWORKS IN PERFORMANCE REVIEW

Performance appraisals that are based on the achievement of tasks or targets have become a regular event in most organisations. However, appraisal is too often regarded as a chore, a paper exercise, an exercise of power or an unwelcome interruption to the working week.

More and more organisations are replacing the appraisal system with a performance review system. Here the focus is on a management style that achieves results through people rather than tasks, which makes for a developmental leadership style rather than an autocratic one.

OPS can design and implement performance review systems which will be relevant, user-friendly and motivational, with considerable stress on appropriate training for both appraisers and those appraised.



### Our work:

Most of our Performance Review systems are based on behaviourally-evidenced competencies, as well as technical/professional skills and targets or objectives. If required, we can factor in a reward element or bonus, which may be either individual or team based, although we do not recommend a direct link between a performance review and a pay increase.

We also advocate a 360° approach to performance review. Many employees have little contact with their designated line managers and resent criticism, even developmental suggestions, based on such limited contact. By collecting additional data from their colleagues, reports and other stakeholders, our clients achieve a more comprehensive and objective appraisal of their managers' performance.

OPS performance review training helps delegates adjust to this style of appraisal. In line with our approach to designing performance review systems, the training covers the use of behaviourally-evidenced competencies, targets or objectives, and appraisal-based reward or bonus schemes.

### WHAT OUR CLIENTS SAY

**“ OPS provided effective and workable solutions to complex human issues. ”** (Head of Training, Yves St Laurent Beauté)

Some of the clients with whom we've created competency frameworks for include: **Great Ormond Street Hospital for Children, Clarks, St. Dunstan's, State Bank of Pakistan, and Yves St Laurent Beauté.**

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