

Course No. 1006

Competencies: Design, Development and Implementation

**HUMAN RESOURCES MANAGEMENT
FINANCE, INVESTMENT & BANKING**

DURATION

5 Days

LOCATION

Milan, Italy

DELIVERY

Classroom

DATES

12 – 16 Oct 2026



Scheduled Event Details

CITY	Milan, Italy
DATE	12 – 16 Oct 2026
DELIVERY TYPE	Classroom
COURSE FEE	€6,000

Course Overview

Competencies: Design, Development and Implementation is an advanced professional training course focused on building practical, structured, and organization-wide competency management systems. The course provides participants with the knowledge and tools required to identify critical competencies, develop competency frameworks, define behavioral and technical proficiency levels, and integrate competencies into human resource management, workforce planning, leadership development, and organizational performance processes.

In modern government entities, ministries, banks, oil and gas organizations, public sector institutions, and large corporations, competency management provides a common language for defining the knowledge, skills, behaviors, and capabilities required for successful performance. A well-designed competency framework improves the quality and consistency of recruitment, performance evaluation, learning and development, succession planning, career progression, and talent management decisions. It also helps organizations align workforce capabilities with strategic priorities, operational requirements, and future business needs.

This course takes participants through the complete competency lifecycle, from initial analysis and framework design to validation, implementation, communication, and continuous improvement. Participants will explore the differences between core, leadership, managerial, functional, technical, and role-specific competencies. They will also learn how to develop clear competency definitions, behavioral indicators, proficiency levels, assessment criteria, competency profiles, and implementation plans that are relevant to different jobs and organizational levels.

The program combines strategic concepts with practical applications, case discussions, competency-writing exercises, framework evaluation activities, and implementation planning. By the end of the course, participants will be equipped to develop or improve a competency-based management system that supports transparent people decisions, targeted capability development,

stronger leadership pipelines, improved employee performance, and sustainable organizational effectiveness.

Objectives

- Analyze the organization's strategic priorities, operating model, workforce requirements, and job architecture during the course to identify the competencies required for current and future performance.
- Develop a structured competency framework containing clearly defined core, leadership, functional, technical, and role-specific competencies by the end of the program.
- Evaluate existing competency models against defined quality criteria, including strategic alignment, clarity, relevance, measurability, usability, and organizational applicability.
- Apply a consistent methodology to write competency definitions, behavioral indicators, proficiency levels, and assessment standards during practical course exercises.
- Design competency profiles for selected job families, roles, departments, or leadership levels using evidence-based job and performance information.
- Assess competency requirements by applying job analysis, interviews, workshops, document reviews, and consultation techniques within simulated organizational scenarios.
- Align competency frameworks with recruitment, performance management, training, career development, succession planning, and workforce planning processes by the final day.
- Improve the accuracy and consistency of competency assessment by establishing observable indicators, rating scales, evidence requirements, and assessor guidelines.
- Implement a practical competency framework validation process involving subject matter experts, managers, human resources professionals, and key organizational stakeholders.
- Strengthen organizational readiness for competency-based management by developing a communication, governance, stakeholder engagement, and change management plan.
- Design an implementation roadmap with defined priorities, responsibilities, milestones, risks, success measures, and review requirements before completing the course.
- Evaluate the effectiveness of an implemented competency system using practical performance indicators, stakeholder feedback, utilization data, and periodic framework reviews.

Who Should Attend

This course is designed for human resources directors, human capital managers, talent management professionals, organizational development specialists, learning and development managers, workforce planning specialists, performance management professionals, recruitment managers, career development specialists, succession planning professionals, and employee capability development teams. It is particularly relevant to professionals responsible for designing, reviewing, implementing, or managing competency frameworks and competency-based human resource processes.

The program is also suitable for department heads, functional managers, technical managers, leadership development professionals, job evaluation specialists, business transformation teams, change management professionals, quality and excellence specialists, strategy professionals, and project leaders involved in organizational capability development. Managers from government entities, ministries, banks, financial institutions, oil and gas companies, and large corporations will benefit from understanding how competencies can support role clarity, objective assessment, workforce readiness, and performance improvement.

Senior executives, policy makers, human resources business partners, internal consultants, and decision makers responsible for talent strategy, nationalization programs, leadership pipelines, technical capability assurance, or future workforce planning will also find the course valuable. Participants should have a general understanding of organizational structures, job roles, human resources processes, or performance management, although previous experience in competency framework design is not required.

Learning Outcomes

- Explain the strategic purpose of competency management and distinguish competencies from qualifications, responsibilities, tasks, experience, knowledge, and general performance expectations.
- Identify the core, leadership, managerial, functional, technical, and role-specific competencies required across different organizational levels and job families.
- Conduct a structured competency needs analysis using strategic documents, job descriptions, performance information, interviews, workshops, and subject matter expert input.
- Write clear competency titles, definitions, behavioral indicators, proficiency levels, and evidence-based assessment criteria that can be understood and applied consistently.

- Build competency dictionaries and role-based competency profiles that reflect organizational priorities, operating requirements, and expected standards of performance.
- Map competencies to jobs, job families, grades, career paths, leadership levels, and critical organizational positions.
- Validate competency frameworks through stakeholder consultation, expert review, pilot testing, moderation, and structured feedback.
- Integrate competencies into recruitment, selection, onboarding, performance appraisal, learning needs analysis, career development, succession planning, and talent reviews.
- Develop practical competency assessment approaches using behavioral interviews, observation, simulations, self-assessment, manager assessment, assessment centers, and workplace evidence.
- Identify common competency framework design and implementation risks, including excessive complexity, unclear indicators, inconsistent ratings, weak ownership, and limited stakeholder acceptance.
- Create an implementation plan covering governance, technology requirements, communication, manager capability, employee awareness, pilot deployment, and organization-wide rollout.
- Establish monitoring and review mechanisms that keep the competency framework relevant, practical, strategically aligned, and responsive to changing workforce requirements.

Course Outline

DAY 01

Strategic Foundations of Competency Management

- Understanding competencies and their role in organizational performance, workforce capability, leadership effectiveness, and human capital management.
- Distinguishing competencies from skills, qualifications, knowledge, experience, values, responsibilities, job tasks, and performance objectives.
- Exploring the major competency categories: core, behavioral, leadership, managerial, functional, technical, professional, and role-specific competencies.
- Linking competency requirements to organizational strategy, operating models, culture, values, service standards, risk requirements, and future workforce priorities.

DAY 01 — CONTINUED

PRACTICAL APPLICATION

Analyze an organizational scenario and identify the competency categories needed to support strategic and operational performance.

DAY 02

Competency Analysis and Framework Design

- Conducting competency needs analysis through job analysis, strategic document review, interviews, focus groups, surveys, observations, and expert workshops.
- Establishing competency framework architecture, including competency groups, job families, organizational levels, role profiles, and governance principles.
- Selecting appropriate framework development methods, including research-based models, customized organizational models, hybrid approaches, and technical competency structures.
- Identifying critical competencies for leadership roles, specialist positions, operational functions, support departments, and future-focused organizational capabilities.

PRACTICAL APPLICATION

Develop a preliminary competency framework structure for a selected organization, department, or job family.

DAY 03

Writing Competencies and Proficiency Levels

- Writing concise and meaningful competency definitions that describe the capability and its relevance to successful workplace performance.
- Developing observable behavioral indicators that differentiate effective performance from vague personality descriptions or general expectations.
- Designing proficiency levels that reflect increasing complexity, independence, responsibility, influence, decision-making authority, and organizational impact.
- Creating competency dictionaries, coding systems, competency clusters, technical standards, assessment guidance, and role-based competency profiles.

DAY 03 — CONTINUED

PRACTICAL APPLICATION

Write complete competency entries, including definitions, behavioral indicators, proficiency levels, and evidence requirements for selected roles.

DAY 04

Competency Assessment and HR Integration

- Designing competency assessment methods, rating scales, scoring guidance, evidence standards, assessor calibration, and moderation processes.
- Applying competency-based interviewing, behavioral event interviewing, simulations, workplace observation, manager assessment, self-assessment, and assessment centers.
- Integrating competencies into recruitment, selection, onboarding, probation reviews, performance management, learning needs analysis, career development, and succession planning.
- Using competency gap analysis to prioritize training investments, individual development plans, leadership programs, workforce planning, and talent mobility decisions.

PRACTICAL APPLICATION

Evaluate a sample competency assessment process and design an integrated competency-based employee development approach.

DAY 05

Validation, Implementation and Continuous Improvement

- Validating competency frameworks through expert review, stakeholder workshops, leadership approval, pilot testing, employee feedback, and assessment data.
- Establishing governance roles for human resources, department leaders, subject matter experts, employees, assessors, and executive sponsors.
- Planning communication, stakeholder engagement, manager training, technology configuration, pilot implementation, phased rollout, and organizational adoption.
- Monitoring framework effectiveness through utilization measures, assessment consistency, user feedback, workforce outcomes, strategic relevance, and scheduled reviews.

DAY 05 — CONTINUED

FINAL WORKSHOP

Develop a competency framework implementation roadmap covering scope, priorities, responsibilities, milestones, risks, communication actions, success measures, and continuous improvement requirements.

Register or Request More Information

Course page: <https://quest-training.com/courses/competencies-design-development-and-implementation>

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