Profession Competency and Competency Modelling COMPROCOM Framework

5 – Day Master Programme

IRISH INSTITUTE OF
TRAINING & DEVELOPMENT

2017

1.3.1 PROGRAMME AIMS & LEARNING OUTCOMES

The last decade has seen an increasing focus on the use of competency models to capture professional. The competency approach is largely been promoted as a tool to enable both individual job performance and organisational effectiveness through providing an explicit pathway from performance and development through to organisational strategy. In conjunction with this evolution has been an accelerated need for those involved in these professions to acquire the knowledge and skills in the use and develop competency frameworks and models as well as apply established frameworks relevant to the profession.

This programme explores the origins and evolution of the competency and competency modelling in conjunction with its application within organisations. While there is little debate about the definition of competencies, a divide emerges related to their scope and the impact of this scope on the end application of the models generated. In this 5 –day master programme the learner explores the conceptual foundation and challenges in engaging robust competency model development methodologies which hold rigor over time. The learner explores competency through the lens of looking at competency models at a universal and role specific level.

On successful completion of this 5- day programme, participants should be able to:

- Demonstrate an understanding of competency and competency modelling in delivering individual and organisation performance;
- Distinguish various approaches to competency modelling – universal versus role specific;
- Utilise competency based approaches and models in the delivery of professional activities;
- Project plan and deliver the development of a competency framework in their profession/ organisation by applying the relevant competency model;
- Engage in appropriate methodologies in the development of a competency framework;
- Critically review and apply competency models for a profession.
- Use the COMPROCOM framework to develop a robust universal competency model for a profession.
- Engage in coaching in the application of the developed framework to the participants' professional context.

Programme Structure

Session	Session Title
Session 1: Day 1	Introduction to Competency and Competency Modelling
Session 2: Day 2	Methodology in Competency Framework Building for a Profession
Session 3: Day 2	Learning and Development Competencies: Application of Competency Models to the Profession
Session 4: Day 3	COMPROCOM Application of Framework Manual
Follow-On Days 4 & 5	Workplace application – coaching on applying the framework in the professional

PROGRAMME SESSIONS

Session Title:	**1. Introduction to Competency and Competency Modelling**
Session Objective:	To explore in detail the conceptual origins, definition and application of competency models. To create an understanding of current debates in relation to competency model development and an awareness of application benefits and limits in any profession.
Session Content:	- Defining Competency, Competency Framework and Competency Modelling – International variations - Competence versus competency; Typology of meaning and the 'purpose' of competency - Competence in context - *conceptualisation of the function of competency - characteristics of individual, organisation, mode of discourse between education and workplace* - Organisational, educational and professional models - Internal and external approaches - Bounded-occupation and centre-outwards, core and specialisms/universal models - Summary of 'dimensions' of competence, suggested approach - Competency and Human Performance - The origins of the Competency Model – McClelland; - The evolution of Competency Modelling to today's models - Universal or Situational/ context specific Competency Models – Conceptual models: Mansfield-Mathews – job competence; Winch – epistemic ascent; Stephenson – capability; Lester – core capability structure; Dreyfus – progression - The competency debate - philosophical and Epistemological Tensions on Competency - Issues with the Competency Approach - Legal Defensibility - Findings of UK professions research
Learning Outcome:	On successful completion of this module, learners should be able to: - Define and distinguish competence from competency and competency model; - Provide a comprehensive explanation of evolution and purpose of competency models; - Relate competency to human work based performance and its underlying behaviour; - Critically review the application of competency models with particular reference to a profession;

	• Evaluate key approaches to competency modelling; • Map connections between competency modelling and professional activity.
Teaching Methods:	• Workshop – class based session • Self-directed study (guided readings, case studies, work-based projects).

Session Title:	**2. Methodology in Competency Framework Building for a Profession.**
Session Objective:	This session aims to develop participant's competence in the development of a competency framework. Specific methods and approaches are explored to a behavioural level.
Session Content:	- Strategic performance alignment for competency models- a competitive advantage tool - Role specific approach versus 'One Size fits all' approach to competency models – revisited in a professional context - Research and intuitive approaches; - Occupational analysis - Role mapping - Functional analysis - DACUM - Delphi - Sources of Competency data for data collection - Resource/ Expert Panels - Generic Competency dictionaries and other sources of data - Critical Event/ Incident Interviewing - Writing Behavioural Descriptors at an appropriate level to support competencies - Future proofing Competency models - Project Plan for building/ applying a Competency Model
Learning Outcome:	On successful completion of this module, learners should be able to: - Demonstrate an ability to devise a competency framework from inception to application through the use of a project planning approach; - Utilise an array of methodologies to define and develop competency with a 'fit for purpose' perspective; - Apply future cognisant measures to ensure competency model currency over time.
Teaching Methods:	- Workshop – class based session - Self-directed study (guided readings, case studies, work-based projects).

Session Title:	**3 Application of Competency Models to a Profession**
Session Objective:	In this session the participant will examine current competency models in the domain of a Profession – at a universal and role specific level.
Session Content:	- Overview of key professional Competency Models relevant to the profession being examined - Paradigmatic shifts in the profession - Workable definitions and approaches for the profession - The Scope of the profession competency Model for the profession - Identifying the existence of competency – competency assessment - Competency based development and training design – designing a competency based curriculum - Competency based Assessment Centres - Selecting Competency Assessors
Learning Outcome:	On successful completion of this session participants should be able to: - Describe the repertoire of competencies related to a given profession; - Critically review the application of competency models to the life cycle of the profession's activity; - Demonstrate an understanding of competency based Assessment Centres and/or use of competency within an assessment context; - Select individuals to be involved in competency based assessment using the competency framework.
Teaching Methods:	- Workshop – class based session - Self-directed study (guided readings, case studies, work-based projects).

Session Title:	**4 COMPROCOM Application of Framework Manual**
Session Objective:	In this session the participant will get to work systematically through the application of the COMPROCOM framework. The conceptual understanding and skills acquired in previous modules will enable the participant to engage with a level of credibility and expertise in the application of the COMPRPCOM framework. The main basis for this module is the COMPROCOM Framework Manual.
Session Content:	• Before starting (investigation/scoping) – building on what is learnt in Session 3 • Level 1 – the structure of the framework • Level 2 – outline detail • Level 3 – detail and explanations • Concepts/principles, ethics/judgement • Subset frameworks • Trialling the framework • Preparing for implementation of the framework.
Learning Outcome:	On successful completion of this session participants should be able to: • Set out the scope of the framework to be mapped • Demonstrate an ability to write descriptors at all three framework levels; • Critically review the underlying ethical approach and judgement employed in the scoping and setting out of the framework across all three levels; • Validate and trial the framework with subject matter experts in the profession adjusting as appropriate. • Prepare a plan for implementation of the framework to the profession in question.
Teaching Methods:	• Workshop – class based session • Self-directed study (guided readings, case studies, work-based projects).