The International Conference for Training and Organizational Development **TOD'26**

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Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development





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Competency Management System

Human Capital Development in the Age of Disruption & Distributed Work

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CONTEXT

Why human capital development must change

Disruption has made workforce capability a strategic risk and a strategic advantage.

01

Work is changing faster

AI, automation, digital operations and distributed work are changing how roles create value.

02

Skills are expiring faster

Static job descriptions and annual training plans cannot keep pace with evolving work.

03

Assurance is expected

Leaders need evidence that people can perform critical work safely and effectively.

The question is no longer: "How many courses did we deliver?"

It is: "Do we have verified capability where the business needs it most?"

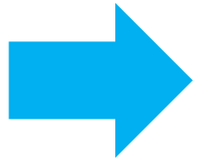
MINDSET SHIFT

From training events to capability systems

Modern L&D must manage capability as a business system, not as isolated learning activities.

Traditional training model

- Course list
- Attendance records
- Generic evaluation
- Limited link to performance



Capability system model

✓ Defined standards

✓ Validated assessment

✓ Gap-based development

✓ Evidence of competence

✓ Business integration

DEFINITION

What is a Competency Management System?

A structured system that defines, assesses, develops and verifies the competence required for role performance.

01

Competency Framework

Translate jobs into standards: responsibilities, activities, competencies and proficiency levels.

02

Assessment & Verification

Measure current capability using observations, interviews, tests and workplace evidence.

03

Gap Analysis & Development

Convert gaps into IDPs, OJT, specialty training and learning resources.

04

Integration with HR Systems

Feed recruitment, performance, succession, career ladders and dashboards.

Source integrated: four CMS phases from the attached CBMS material.

BUSINESS CASE

Why organizations build CMS

Competency management converts capability from an assumption into measurable evidence.

- Assure competent performance for every employee in critical roles.
- Establish job performance standards aligned with international practice.
- Provide focused development and clear opportunities to reach full potential.
- Reduce operating risk and avoid training investment that does not close gaps.
- Create a positive culture of safety, accountability and continuous development.



Integrated from: Competency Based Management System source material

DESIGN

The competency architecture: strategy translated into behavior

A CMS connects strategic objectives to role requirements, workplace behavior and development action.

01
Strategy & business risks

02
Job families & roles

03
Activities & tasks

04
Competency titles & statements

05
Proficiency levels

06
JCP / JCM outputs

Competency framework = measurement tool for the skills, knowledge and attributes of a specific job.

Integrated concept: JCM/JCP, competency library and approved job descriptions as framework inputs.

COMPETENCY MODEL

Competence is more than knowledge

Effective performance requires Awareness, Knowledge, Skill and Attitude working together.



Awareness

Basic realization and understanding of the subject and when help is required.



Knowledge

Facts, principles and procedures required to explain and make correct decisions.



Skill

Practiced ability to execute tasks safely, accurately and independently.



Attitude

Work mindset, values and willingness to learn, comply, improve and share.

Competency answers: What should people know and do to perform safely and effectively?

Integrated from source definition of competence: awareness, knowledge, skill and attitude.

ASSESSMENT QUALITY

Proficiency levels must be observable, not theoretical

Each level should describe what the employee can actually do, under what conditions and with what independence.

LEVEL 1

Awareness

Recognize, list, define and ask for help when needed.

LEVEL 2

Basic application

Explain, participate, apply and perform with help or advice.

LEVEL 3

Skilled application

Execute, troubleshoot and work without supervision; coach others.

LEVEL 4

Expert

Create, innovate, mentor, lead networks and transfer knowledge.

Integrated and simplified from the source proficiency scale.

ASSESSMENT & VERIFICATION

Assessment must produce quality evidence of competence

Use multiple methods because no single assessment method can prove competence in all work contexts.

01 Observation

Observe actual performance in workplace tasks.

02 Questioning / Interview

Verify reasoning, judgment and understanding.

03 Written Exam

Check technical principles and procedural knowledge.

04 Work Quality Review

Evaluate output quality, compliance and repeatability.

05 Third-party Testimony

Use supervisor/SME evidence where appropriate.

06 Simulation

Assess rare, emergency or high-risk scenarios safely.

Integrated from source assessment and gap analysis methods.

HOW IT WORKS

The CMS operating cycle

A repeatable cycle converts job requirements into individual development plans and verified competence.

01 **Define role standards**

02 **Assess current competence**

03 **Analyze gaps**

04 **Build IDP & learning path**

05 **Verify effectiveness**

06 **Update records & dashboard**

Verified capability becomes a living data source for development, assurance and workforce planning.

IMPLEMENTATION

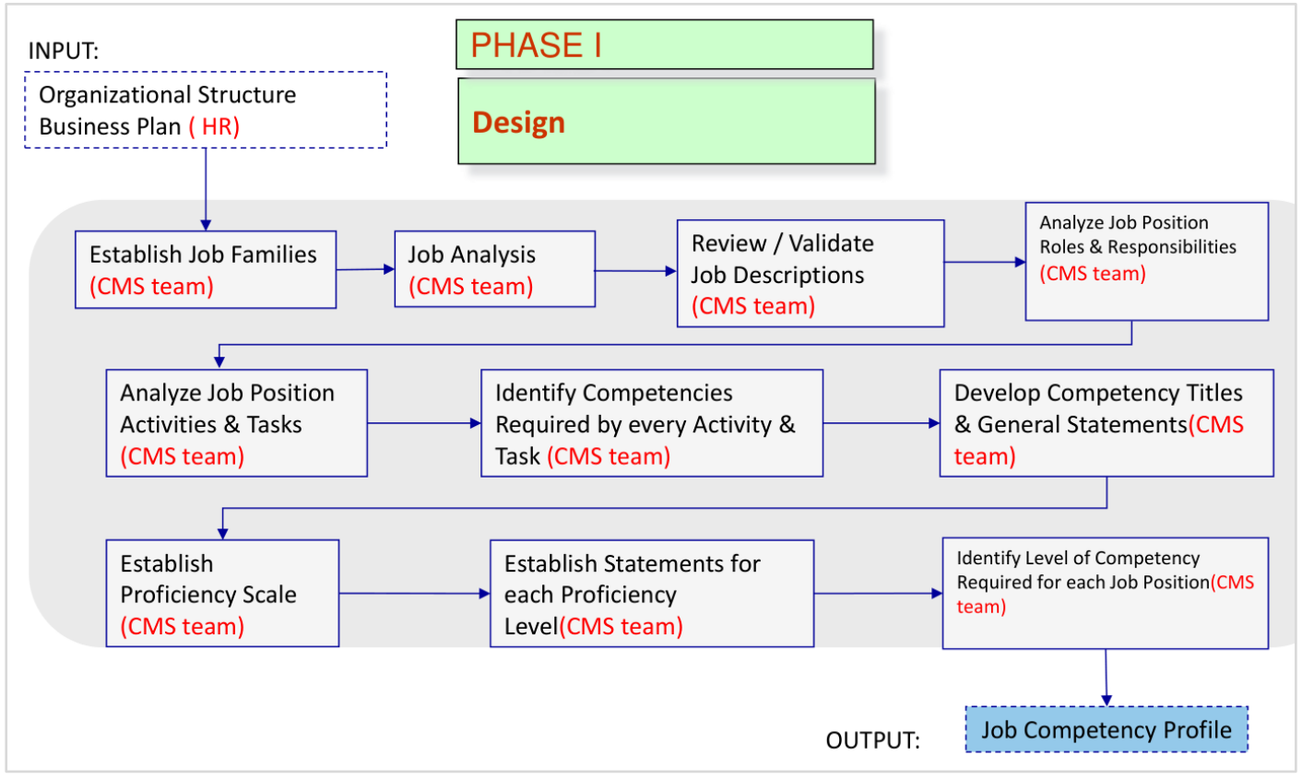
Phase I — Design the competency model

Start by translating organization structure, business plan and job descriptions into Job Competency Profiles.

PHASE I

- Confirm job families, roles and responsibilities.
- Review and validate job descriptions with SMEs and leaders.
- Analyze activities and tasks for each job position.
- Build competency titles, statements and required proficiency levels.

Output: approved Job Competency Profile / Model.



Original Phase I design workflow

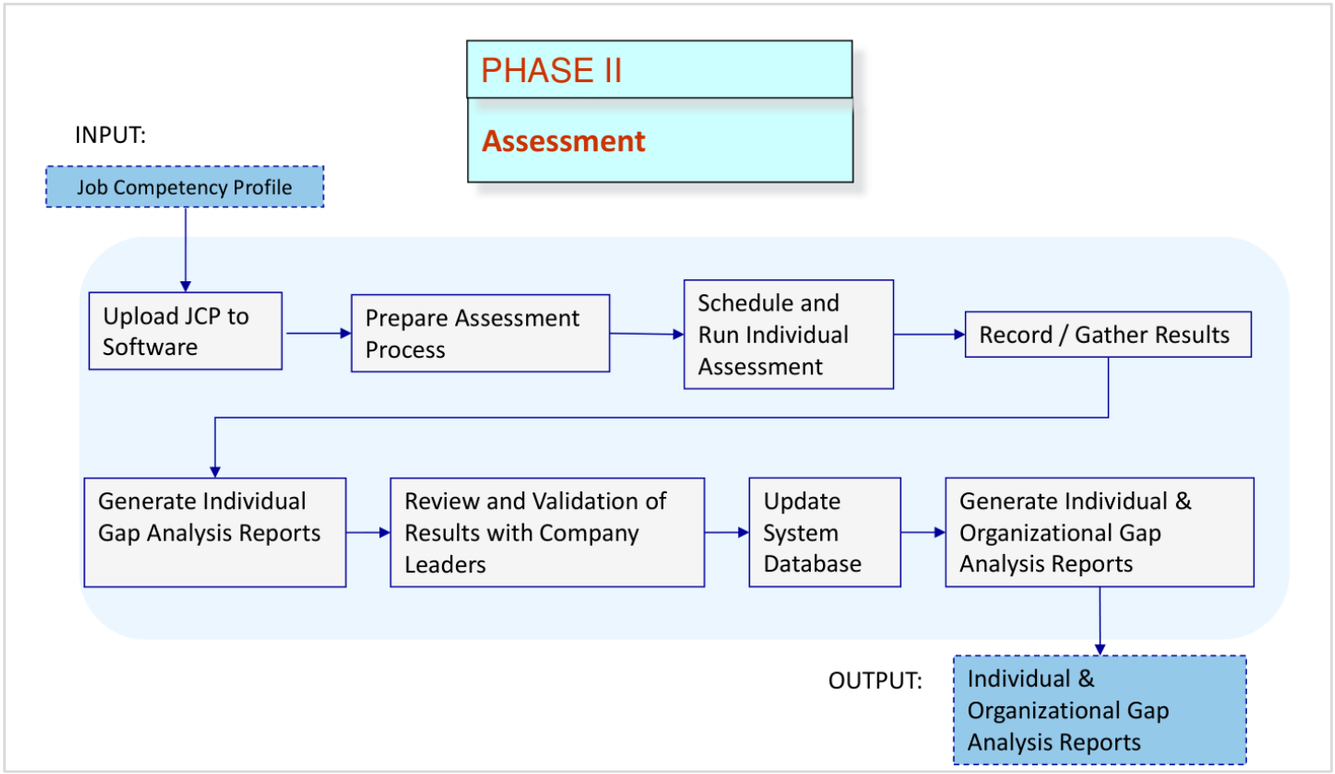
IMPLEMENTATION

Phase II — Assess, verify and analyze gaps

The assessment phase converts the approved model into individual and organizational capability evidence.

PHASE II

- Upload / map job competency profiles to the CMS platform.
- Prepare assessment process and evidence requirements.
- Schedule and run individual assessments.
- Generate individual gap analysis reports.
- Review and validate results with company leaders.
- Update the system database and organizational gap reports.



Original Phase II assessment workflow

IMPLEMENTATION

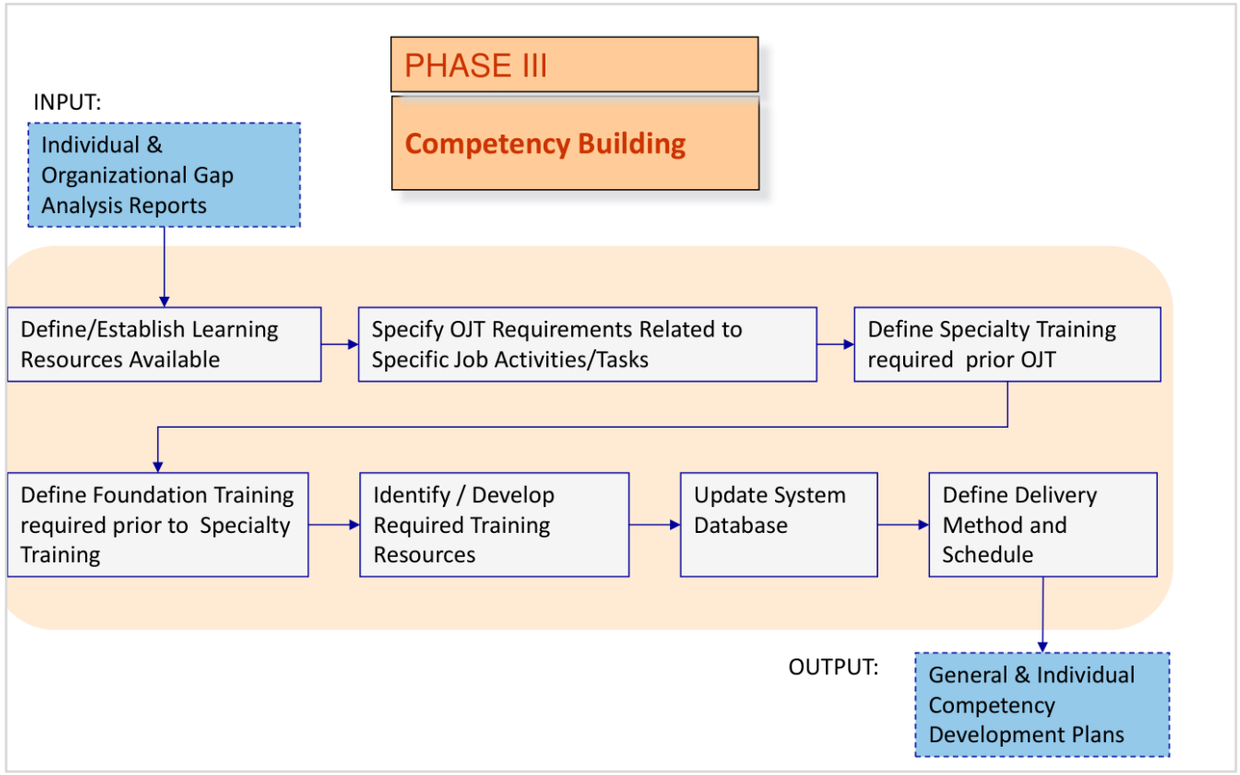
Phase III — Build competence and close gaps

Gaps must become targeted development plans, not generic training nominations.

PHASE III

- Define available learning resources and required foundation training.
- Specify specialty training required before OJT.
- Define OJT requirements linked to job activities and tasks.
- Select delivery methods, schedules and evidence of completion.

Output: general and individual competency development plans.

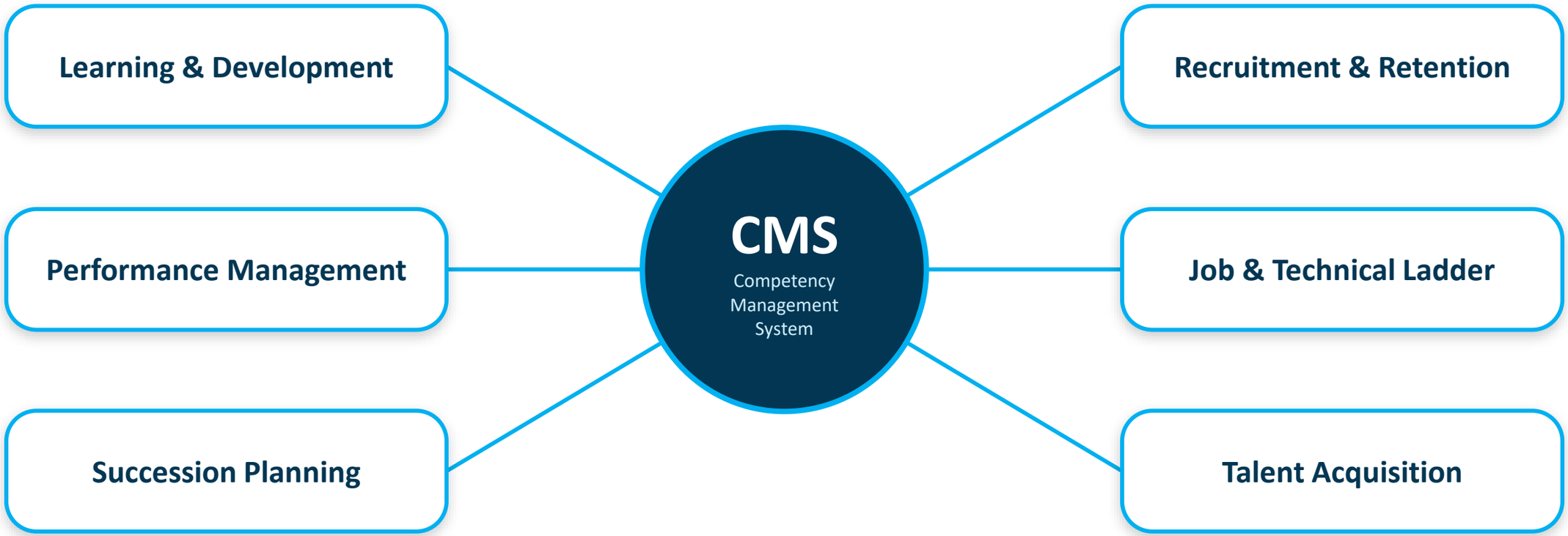


Original Phase III competency building workflow

BUSINESS INTEGRATION

CMS is the backbone of human capital decisions

Competency data should feed the full employee lifecycle — not remain inside L&D.



Integrated and redesigned from the source integration-between-tracks diagram.

VALUE CREATION

Benefits for employees and the organization

The strongest CMS benefits appear when employee growth and business assurance are managed together.

For employees

- ✓ Clear job requirements
- ✓ Objective assessment
- ✓ Individual Development Plans
- ✓ Better career progression
- ✓ Focused learning based on gaps

For the organization

- ✓ Right person in the right job
- ✓ Accurate training budgets
- ✓ Succession and career planning data
- ✓ Benchmarking and dashboards
- ✓ Improved assurance for critical work

GOVERNANCE

Leadership and SME roles make CMS credible

Competency models are only trusted when business leaders and subject matter experts own the standards.

Leaders	Subject Matter Experts	HR / L&D / CMS Team
Dedicate the right resources, validate final JCM/JCP outputs, and ensure employee availability for assessment.	Share job-role data, review activity/task analysis, and validate the competency model before approval.	Facilitate methodology, manage data, support assessors, maintain the CMS database and report capability insights.

Governance principle: the CMS team facilitates; the business owns the competence standard.

DASHBOARDS

What leaders should measure

Dashboards should combine activity, capability, risk and impact — otherwise the organization only measures training effort.

1 Coverage

% critical roles with approved JCP/JCM

2 Assessment maturity

% employees assessed against role standards

3 Gap closure

% priority gaps closed within target period

4 Readiness

% employees competent for critical tasks

5 OJT effectiveness

Verification pass rate after OJT/training

6 Business risk

Open high-risk capability gaps by department

The dashboard should enable decisions: invest, redeploy, mentor, certify, recruit or redesign work.

ASSURANCE

Governance and ISO 9001:2015 Clause 7.2 alignment

A CMS creates the evidence trail that auditors and leaders need for competence and effectiveness.

01

Determine competence

Define role-based requirements and required proficiency.

02

Ensure competence

Assess employees and provide actions to close gaps.

03

Evaluate effectiveness

Verify that training/OJT improved workplace performance.

04

Retain evidence

Keep records, dashboards and audit-ready competence history.

This is how CMS shifts competence management from informal judgment to controlled evidence.

EXECUTION DISCIPLINE

Success factors for sustainable implementation

A CMS succeeds when it is phased, owned by the business and supported by a practical digital workflow.

01

Start with critical roles

Prioritize roles where competence gaps create safety, reliability or business continuity risk.

02

Keep the model usable

Avoid over-engineering. Competency statements must be clear enough to assess.

03

Train assessors and SMEs

Build consistency in evidence collection and scoring.

04

Link gaps to action

Every major gap should trigger an owner, development method and target date.

05

Review and refresh

Update models after organization changes, incidents, new technology or strategic shifts.

06

Use CMS in decisions

Connect outputs to recruitment, promotion, succession, training budget and career planning.

ETHYDCO إيثيدكو

Hassan Toto

Speaker

Thank you

Future-ready workforce is not built by more courses.

It is built by clearer capabilities, verified competence and continuous development.

Competency Management System = the operating model for human capital development in the age of disruption.

