The Capability Challenge

Centranum Research 2020

Key issues, themes and priorities

Contents

Key Findings – 2020 Survey results

1. An evolution from a preoccupation with performance management to a rapidly increasing focus on Capability.

2. Almost all (99%) of HR challenges advised so far in 2020 have some relation to Workforce Capability

About the Survey

The Centranum software has 3 main solution areas: capability development, performance management, talent & succession planning. Any individual who downloads information is asked to provide their current key workforce challenge.

Responses reported are of the ONE key challenge cited by individuals downloading resources from our website from January 1st, 2020 to mid-June 2020.

(This research summary will be updated at the end of 2020)

The kinds of challenges mentioned are of course a product of the roles of our website visitors. Most are senior managers in HR, Learning and Development, or Organizational Development, with a few managers from Operational areas.

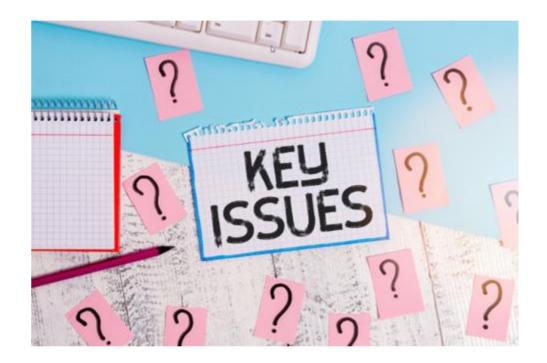Most have awareness of competency models and their use.

Below is a summary of the kinds of challenges being experienced under each heading.

Key Capability Challenges

The Capability Challenges fall into several themes – in order of frequency mentioned;

- Achieving, tracking and maintaining Capability Levels

- Competencies and Performance

- Strategic use of competency management

- Competency models

- Core competencies

- Competencies and Culture

- Competencies for Hiring/Retention

- Competency based Learning and Development

- Leadership Development

- Engagement

ACHIEVING, TRACKING AND MAINTAINING CAPABILITY LEVELS

The priority of 22% of respondents.

Three main themes are evident.

- Tracking Capability
- Identifying Capability Gaps
- Developing Capability

The most frequent challenge is the need to track staff competency across the organisation. Respondents want to be able to match staff to projects. They are looking for a centralised place to keep capability information so that there is a view of capability across all parts of the organization.

Identification of competency and skill gaps is a priority for many of the respondents in this group. This leads on to the third theme – that of building capability and competency

One respondent summed this up;

"Understanding the competencies that exist, identifying gaps, and filling them with competent people. "

COMPETENCIES AND PERFORMANCE

Surprisingly the next largest group of respondents (17%) are interested in competency management as a tool for performance management. Unlike in previous years very few website visitors downloaded information on performance management itself.

This is likely a consequence of the fact that most performance management systems are discredited with staff.   Most are perceived as purely administrative exercises that have issues with fairness and little utility in the operational environment.

The main themes from these respondents are a need to reinvent broken performance management systems, getting people to take accountability, to follow processes. Overall, there is a change in perspective to recognise that performance depends on competency and that framing and evaluating expectations in terms of job competencies is a more useful, supportive and fair approach.

STRATEGIC USE OF COMPETENCY MANAGEMENT

14% of respondents were looking at competency management from a strategic perspective.

The broadest challenge is how to align HR processes with the organization's strategy, goals and culture. Some respondents mention a mismatch between development initiatives and organizational goals. So, the Capability Challenge is how to develop people to improve organizational productivity and growth

Some respondents mention the challenge of aligning of processes within HR itself. The majority are looking to use competency management as a unifying factor in people management.

A smaller number mention the challenge of retaining staff, providing career pathways and succession planning, and are looking at competency frameworks in this context.

COMPETENCY MODELS OR FRAMEWORKS

13% of respondents cite development or use of a competency framework as their current challenge.

Major themes include

- deciding what are current and future competency requirements
- identifying and mapping competency needs for specific jobs
- identifying career pathways using competencies and competence levels
- how to define competencies clearly and as a common language
- how to define adaptive job descriptions and competency requirements

CORE COMPETENCIES

Almost 12% of respondents cite some aspect of Core Competencies as a key Capability Challenge.

Almost all face the challenge of what should be core competencies in their organisation and how to define them so that they are relevant to managers in their day to day work.

Many cite the challenge of developing particular core competencies. The most frequently mentioned are Communication and Teamwork. Creativity and Problem Solving are also mentioned along with Strategic Thinking, Collaboration, Agility and Developing Relationships

COMPETENCIES AND CULTURE

Over 10% of respondents say developing Organizational Culture is a major challenge.

Of these one third are looking to transform culture, challenging the status quo and moving to a culture more appropriate to their operations.

Another third is looking for a lesser change – to 'align' their culture rather than change it completely.

The last third is looking to build a culture that is more supportive for staff and to build engagement.

COMPETENCIES AND RECRUITMENT

8% of respondents cite the use of competencies for recruitment as their main challenge.

The themes here are evenly split between the use of competencies to attract and select the right staff for the organization, and how to assess candidates using a competency model.

(Traditionally the recruitment function has not used a competency-based approach – or where it has done so the competencies involved have been very broadly defined core competencies. Such competencies are not easy to assess objectively. There is a plethora of material on the net showing applicants how to score well on these kinds of competency-based interview questions.)

LEARNING AND DEVELOPMENT

8% of respondents are looking to solve their organizations' Capability Challenge by using competency-based approaches to Learning and Development.

They are seeing this as a more effective way to close Capability gaps and to develop individuals.

(Traditionally Learning and Development takes a training course centred approach. Attending a training course is equated with competence, whether or not the knowledge and skills are absorbed and subsequently put in to practice on the job.)

ENGAGEMENT AND LEADERSHIP DEVELOPMENT

Less than 2% of respondents mentioned either Leadership Development or Engagement as major challenges when downloading competency management resources.

This is not surprising since the competencies used in leadership development often come from the training providers and engagement is more a function of the perceived organization culture, leadership and career opportunity than of competency development per se.

We hope you have found this information helpful
Contact us for more information
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www.centranum.com/clinical-competency-managementsoftware

For more competency management resources go to

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