

10. COMPETENCY-BASED PERFORMANCE DEVELOPMENT – OBJECTIVE SETTING, PERSONAL DEVELOPMENT PLAN, FEEDBACK AND REVIEW

Setting competency-based objectives

Competencies provide a language when talking about the behavioural aspects of our work. This means that we can be clear about what is expected and can focus performance development towards organisational goals.

Drafting objectives will require these tools: a competency-based job description, a work plan, competency-based self-assessment, and feedback from others.

Using the tools, the manager and employee should agree on which key competencies are most important to the employee's role and identify which ones of these require further development.

Most employees will have between three and eight objectives set using a SMART approach – specific, measurable, achievable, relevant and time-related :

What are you going to do? Tasks/goals that you need to achieve. Identify how you will know if you've succeeded.

How are you going to do it? Describe behaviours that are required to complete the task well. Think about how to achieve the objectives. Look at the competency framework and pick out a small number of competencies which are key for your objectives and on which you want to work.

During the year, seek regular feedback from your manager and others about how you're doing. This can be informal or focused on particular pieces of work.

Developing a personal development plan with competencies

As part of the performance development process, employees should also come up with a personal development plan (PDP). This will support the development of competencies needed to perform well.

The competency framework can be used to identify those behaviours needed to become more effective in the current role or in preparation for the next role. By setting objectives with template 1, this will allow for competencies to have already been identified against objectives set for the year.

When it comes to identifying activities, development does not always have to consist of formal training, but also day-to-day opportunities to learn and reflect. This may also be supported by a coach or a mentor.

Gathering feedback against competencies

As part of the performance review process, feedback can be collected from a variety of people including peers, partners and relevant stakeholders. This is known as 360-degree feedback and ensures that the manager does not just rely on their own observations when rating performance. Competency-based feedback is a very similar technique to gathering references (see previous tool). Using the competencies identified in the objectives and personal development plan (PDP), ask the person identified to give feedback to provide evidence of where the competency has been effectively demonstrated. Three key questions are suggested in template 3. Competency-based feedback can also provide a structure for evidence-based feedback that then relates back to the objectives set and provides rounded feedback to the employee.

Competency-based performance review

The end-of-year performance review will provide an opportunity for a manager and an employee to discuss the objectives, including what has been achieved and how it has been achieved. This discussion should be based on evidence gathered by the manager, the employee and those who have given feedback against the competencies. The meeting is the opportunity to share this evidence.

TEMPLATE 1: COMPETENCY-BASED OBJECTIVE SETTING

Job priorities for the year – using the job description and organisation or team work plan

1. To lead a national team of professional staff and assess the extent of the humanitarian needs (with particular emphasis on public health, water and sanitation and food security) caused during the current floods emergency in Country X.
- 2.
- 3.
4. etc.

Ensure each objective is SMART - specific, measurable, achievable, relevant and time-related

Objective 1

What will you achieve?

e.g. successful implementation of a response programme during the current floods emergency over a six-month period. Success is defined by the key performance indicators in the project plan and from feedback from the community, team and manager

How will you achieve?

All of the competency domains could be applied

- Understanding humanitarian contexts and applying humanitarian principles and standards
- Achieving results
- Develop and maintain collaborative relationships
- Operating safely and securely at all times
- Manage in a pressured and changing environment
- Demonstrate leadership

What competencies or new skills are required?

As identified in my self-assessment I will focus on developing the following competencies during this period

- Recognises personal stress and takes steps to reduce it – complete online training and discuss with manager
- Inspires confidence in others – ask for feedback from my team
- Plans, prioritises and performs tasks well under pressure – complete online training on time management and gather feedback from manager, peers and team

Objective 2

What will you achieve?

How will you achieve it?

What competencies or new skills are required?

Objective 3

What will you achieve?

How will you achieve it?

What competencies or new skills are required?

TEMPLATE 2: COMPETENCY-BASED PERSONAL DEVELOPMENT PLAN

Based on your objectives for the year and your self-assessment and discussion with your manager, identify training and development needs. These should include specific core, technical or leadership competencies that have also been identified.

What development is required against the competencies that is either linked to your current role /objectives or to your career aspirations?	Activities:	Date for completion:	Record of what has been completed
<i>Demonstrates understanding of the phases of humanitarian response including preparedness and contingency, disaster risk reduction, response and recovery</i>	<i>Work experience during different phases of a humanitarian response – to gain first-hand experience.</i> <i>Coaching from an experienced humanitarian team leader – in order to allow for challenge and reflection on performance.</i> <i>Undertake study and assessment of phases of humanitarian response – in order to understand the bigger picture of why and how humanitarian response works in different contexts.</i>		

TEMPLATE 3: COMPETENCY-BASED FEEDBACK

Competency domain: Understanding humanitarian contexts and applying humanitarian principles and standards

Competency: Understanding the humanitarian context

Core behaviour: Demonstrates understanding of the phases of humanitarian response including preparedness and contingency, disaster risk reduction, response and recovery

Based on evidence, describe:

What did the employee do well?

What could the employee do better?

What further areas would you identify for future development?

TEMPLATE 4: COMPETENCY-BASED PERFORMANCE REVIEW OBJECTIVE SETTING

Objective 1

Based on evidence:

What has gone well and what has been achieved?

How have the objectives been met and have the identified competencies been demonstrated?

- Exceeds
- Met
- Partly met
- Not met

Are there areas for further development?

