

MODULE 3: COMPETENCY BASED PERFORMANCE DEVELOPMENT

Duration: 120 minutes

Learning Objectives: By the end of the session, participants will be able to:

- Attain increased understanding of the CHCF
- Attain increased understanding of using competency-based HR practices in performance development
- Apply relevant aspects of the CHCF in performance development activities

Session	Description	Resources	Timing
Introduction	Activity 1: Lecture & Presentation <ol style="list-style-type: none"> 1. Share the learning objectives of the session. 2. Refer to Module 3 slides. 3. Refer to employment cycle & the CHCF. Reiterate that the core competencies focus on behavioural aspects of our work. This means that we can be clear about what is expected and can focus performance development towards organisational goals. 4. Mention that in this session the focus will be on self-assessment, objective setting, personal development plan, feedback and review. 	Multimedia Module 3 Slides CHCF	5 min
Motivating Factors (optional exercise)	Individual and Paired Reflections <ol style="list-style-type: none"> 1. Provide the cut outs of the motivating factors to each participant (Handout 1). 2. Ask the participants to arrange the motivating factors based on their own needs. 3. Mention there is no right or wrong answer and that participants should be honest in ranking which factors motivate them the most and which factors motivate them the least. 4. Once completed, pair up the participants and ask them to discuss the ranking order and the reasons for ranking the motivation factors. 5. In the plenary, request for a few volunteers to share their thoughts on the exercise. 	Handout 1: Motivating Factors	15 min

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	<p>6. Refer to the CHCF and mention that one of the behaviours expected is the ability to motivate and inspire.</p> <p>7. The short exercise is to demonstrate different people are motivated by different factors, managers should recognize this and motivate and inspire their team members accordingly.</p>		
Challenges and Benefits of Competency Based Performance Development	<p>Activity 2: Brainstorm Exercise</p> <ol style="list-style-type: none"> 1. Provide 3 coloured cards to each participant. 2. Request the participants to list 2-3 key challenges of performance development process in their own organisation. 3. Ask participants to place their cards on the wall (find empty space to allow all the cards to be put up). 4. Debrief by asking a few pairs to share their challenges in performance development process. 5. Share the benefits of competency based performance development. Refer to slides. 6. Reiterate that a competency framework can support the performance development process by identifying what is critical for success, and thus support and feedback can be focused accordingly. This can be done by setting objectives and then conducting an individual assessment to identify the gaps. 	<p>Coloured cards</p> <p>Markers</p> <p>Blu Tac</p> <p>Blank Wall</p> <p>Multimedia</p>	10 min
Self-Assessment	<p>Activity 3: Individual and Paired Exercise</p> <ol style="list-style-type: none"> 1. Hand out to each participant the self-assessment form. 2. Mention that the self-assessment tool includes the CHCF as an example. Organisations need to adapt this form based on their own needs and context. 3. It is suggested that both the manager and the employee complete this form separately before a discussion and then compare notes and discuss. 	<p>Self-Assessment Form</p> <p>CHCF</p>	45 min

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	<p>4. For the purpose of the training session, each participant will complete the self-assessment form and later pair with another participant to discuss the rating.</p> <p>5. Describe the self-assessment tool (importance of evidence).</p> <p>6. Ask each participant to choose one competency domain and complete the self-assessment form (if time permits more domains can be completed).</p> <p>7. Remind participant to list the evidences. Pax may refer to CHCF for guidance.</p> <p>Activity 4: Demonstration of conversation between staff & manager on self-assessment rating</p> <ul style="list-style-type: none"> • Explain the purpose of the exercise is for the participant to practice discussing the assessment ratings and scorings. • Ask participant to work in pairs. One to assume the role of staff and the other as manager. • Give 10 min for the pairs to discuss the assessment results. • Discuss the strengths and gaps of core competencies followed by key learning priorities which can be part of the staff personal development plan. • Debrief the experience. List the key learning points. 		

Session	Description	Resources	Timing
Objective Setting, Personal Development Plan, Feedback	<p>Activity 5: Lecture and Individual Exercise</p> <ul style="list-style-type: none"> • Refer to slides. Explain to the participants that they need a competency-based job description, a work plan, competency-based self-assessment, and feedback from others in order to draft objectives. • Explain that 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. • Explain that typically staff need to establish the 'what' and the 'how'. What they are going to achieve and how they are going to achieve. • Share the competency-based objective setting tool. Ask participants to go through the tool and list at least 3 objectives using the SMART approach. • Invite a few volunteers to share their objectives. • Share the personal development tool. Ask the participants to identify at least 2 key learning priorities and list them in the personal development plan. • Remind the participants that the personal development does not have to consist of only class room training, and remind participants of the importance of blended learning approach. • The next step in the performance development process is seeking feedback. Share the competency based feedback tool and the competency based performance review objective setting tool. Emphasize the need for having evidence when reviewing objectives. • Ask two volunteers to demonstrate a giving and receiving feedback session based on the self-assessment, personal development plan and objective setting tools. • Invite for key learning on the feedback session. 	<p>Competency-Based Objective Setting Tool</p> <p>Competency Based Feedback</p> <p>Competency Based Performance Review Objective Setting</p> <p>Personal Development Plan</p>	50 min

Session	Description	Resources	Timing
Wrap Up	<ul style="list-style-type: none"> • Ask the participants for one Key Learning Point from the session • Summarize that participants can be selective in the tools to use for the performance development process. The tools shared are examples of how competency based performance development is implemented based on CHCF. It is up to the participants to adapt the tools accordingly. 		10 min

MODULE 3: HANDOUT 1: MOTIVATING FACTORS

Print out the number of copies required for the participants. Cut out the motivating factors. Provide one set to each participant.

Growth opportunities
Loyalty to employees
Appreciation shown by management
Job security
Working conditions
Help with personal problems
Interesting work
Working for a cause
Being well informed
Compensation & Terms of Condition