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COURSE BROCHURE

Competency-Based Management Training Course for People Managers

1 – 5 February 2027
Munich

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Registered in the United Kingdom and Saudi Arabia

Competency-Based Management Training Course for People Managers

Ref: 997_37762 **Date:** 1 – 5 February 2027 **Location:** Munich **Fees:** 5600 GBP

Competency-Based Management for people managers is a 1-week training course for HR generalists and line managers who translate a competency framework into hiring, appraisal, development and reward decisions, producing a Role Competency Profile and Development Map. Organisations now expect skills, not job titles, to drive how people are selected, assessed and moved. Jupiter Prime Training delivers this course on competency-based management.

Why Competency-Based Management Matters Now

Three forces push competency-based management up the agenda: fast-changing skill demands that outdate job descriptions, employees who expect transparent criteria for progression, and boards that ask for evidence on workforce capability. An organisation that defines behavioural indicators clearly makes fairer selection and promotion calls and spots gaps before they hurt service. One that relies on vague labels sees rating drift, disputed appraisals and pay decisions nobody can explain. The course draws on behavioural event interviewing, proficiency scales and the human capital metrics described in ISO 30414 Human Capital Reporting Guidelines.

Who Gains Most from Competency-Based Management

- HR generalists who maintain role profiles and proficiency scales for several departments
- Line managers who rate behaviours at appraisal and agree development actions
- Recruitment specialists who turn competency definitions into interview questions and scoring guides
- Learning coordinators who map proficiency gaps to development activities
- Reward and grading officers who link proficiency levels to grade progression

A department that sends its HR partner and two or three line managers together gains most, because they leave calibrated on the same indicators and rating anchors.

Competency-Based Management Capabilities

Participants practise turning abstract competency labels into observable evidence that holds up at every stage of the employee life cycle.

- Design behavioural indicators at four proficiency levels — role profile owners
- Apply competency-based interview questions and scoring anchors — hiring panels
- Assess performance against proficiency scales with calibrated evidence — appraisal moderation
- Build individual development plans from proficiency gaps — employees and their managers
- Align promotion criteria and grade progression to proficiency levels — reward committees
- Communicate competency expectations in plain language — teams and new joiners

Key Competency-Based Management Terms

- Competency framework — An organised set of competencies, definitions and levels describing the behaviours an organisation expects across its roles.
- Behavioural indicator — An observable action showing that a person demonstrates a competency at a stated level.
- Proficiency scale — A graded set of levels, often four or five, describing increasing mastery of a competency.
- Role competency profile — The selection of competencies and target proficiency levels required for one specific role.
- Competency gap — The difference between the target proficiency for a role and the level a person currently shows.
- Calibration session — A meeting where managers compare ratings and evidence to apply proficiency levels consistently.

Competency-Based Management Day by Day

Day 1: Competency Frameworks and the Employee Life Cycle

- Core, Functional and Leadership Competency Clusters — Framework Scope Choices
- Employee Life Cycle Touchpoint Map — Where Competencies Shape Decisions
- Off-the-Shelf Versus Bespoke Frameworks — Fit With Organisational Strategy
- Job Analysis Through Critical Incident Technique — Evidence for Competency Selection
- ISO 30414 Skills and Capability Metrics — Board Reporting on Workforce Capability

Day 2: Writing Behavioural Indicators and Proficiency Scales

- Observable Verb Construction for Indicators — Removing Ambiguity From Ratings
- Four-Level Proficiency Scale Design — Distinguishing Foundation From Expert Behaviour
- Negative Indicators and Derailers — Spotting Behaviour That Undermines Roles
- Role Competency Profile Weighting — Prioritising Competencies per Role Family
- Stakeholder Validation Panels — Securing Manager Acceptance of Definitions

Day 3: Competency-Based Selection and Appraisal

- Behavioural Event Interviewing and STAR Probing — Evidence-Based Hiring Choices
- Interview Scoring Guides With Rating Anchors — Consistent Panel Decisions
- Competency-Based Appraisal Forms — Separating Results From Behaviours
- Rating Errors: Halo, Leniency and Central Tendency — Fairer Appraisal Outcomes
- Calibration Session Facilitation — Moderating Ratings Across Departments

Day 4: Development Planning, Promotion and Reward Links

- Proficiency Gap Analysis by Individual and Team — Targeting Development Spend
- 70-20-10 Development Mix — Choosing Assignments, Coaching and Formal Learning
- Individual Development Plan Templates — Agreeing Actions and Review Points
- Competency-Linked Promotion Criteria — Transparent Progression Between Grades
- Proficiency-Based Pay Progression Options — Balancing Fairness and Budget Control

Day 5: Practising the Role Competency Profile and Development Map

- Healthcare and Utilities Case Profiles — Testing Indicators Against Real Roles
- Peer Review of Indicators and Scales — Strengthening Day Two Drafts
- Mock Calibration Using Appraisal Evidence — Applying Day Three Methods
- Team Gap Heat Map With Development Actions — Applying Day Four Planning
- Role Competency Profile and Development Map — Completing the Team Output

Applying Competency-Based Management After the Course

- Run a validation panel with two line managers to confirm behavioural indicators for one role family.
- Hold a calibration session on the next appraisal cycle using the shared proficiency scale and rating anchors.

Competency-Based Management Questions FAQ

What is competency-based management and why does it matter now?

Competency-based management uses defined behaviours and proficiency levels to guide hiring, appraisal, development and promotion. It matters now because skill needs change quickly and employees expect transparent, evidence-based criteria for how they are assessed and how they progress.

Which roles gain most from competency-based management?

HR generalists and people managers gain most from competency-based management. They write role profiles, rate behaviours at appraisal and agree development plans, so shared indicators and calibrated rating scales directly improve the fairness and consistency of their everyday people decisions.

How does competency-based management differ from a performance management course?

Competency-based management focuses on how people behave and the proficiency they show, while a performance management course centres on objectives, targets and results. Here you build indicators, proficiency scales and gap analyses that feed selection, development and promotion as well as appraisal.

What do you bring back from competency-based management training?

You bring back a role competency profile with behavioural indicators, a four-level proficiency scale, an interview scoring guide and a team gap map with development actions, ready to test in the next appraisal cycle.

Competency-Based Management: The Way Forward

The Role Competency Profile and Development Map first informs who is prioritised for development in the coming appraisal cycle. Line managers use it to rate behaviours and agree actions, HR partners use it to align hiring and grading, and employees see clear routes to progression. After its first use, revisit the indicators that drew the most disputed ratings, then tighten them.