



HUMAN RESOURCES TRAINING

Competency Based HR Management and Talent Decisions

3 day course

Classroom, online or in-house

Course overview

Competency frameworks are usually built with care and then ignored, because the behaviours described are too abstract to observe and nobody can say what evidence would settle a rating. This course fixes the design. Delegates work through defining competencies at a level that can be seen in someone's work, and writing behavioural indicators that distinguish levels rather than restating the same idea in stronger adjectives. Assessment methods are covered, including structured interviews, work samples and what each actually measures. Calibration across assessors is addressed, since two managers rating the same person differently is the usual failure. Applying competencies to selection, development, promotion and succession follows. Defensibility is covered, since a competency decision may be challenged. The course closes on keeping a framework current and on the point at which it should be retired.

What you will learn

- Define competencies at a level that can be observed
- Write indicators that genuinely distinguish levels
- Select assessment methods for what each measures
- Calibrate ratings across assessors
- Apply competencies to selection, development and promotion
- Build succession decisions that stand up to challenge
- Keep a framework current and know when to retire it

Who should attend

- HR managers and generalists
- Talent management and succession planning specialists
- Recruitment and selection specialists
- Learning and development practitioners
- Line managers involved in appraisal and promotion decisions

Course outline

- 01 Frameworks that are built and then ignored
- 02 Observable competency definitions
- 03 Behavioural indicators by level
- 04 Assessment methods and what they measure
- 05 Calibration across assessors
- 06 Selection, development and promotion
- 07 Succession and defensibility
- 08 Maintaining and retiring a framework

Upcoming dates

Dates	Venue	Format	Fee per delegate
23 to 25 September 2026	Addis Ababa, Ethiopia	Classroom	USD 995
5 to 7 October 2026	Online	Online	R6,500
28 to 30 October 2026	Accra, Ghana	Classroom	USD 995
9 to 11 November 2026	Durban, South Africa	Classroom	R14,950



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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