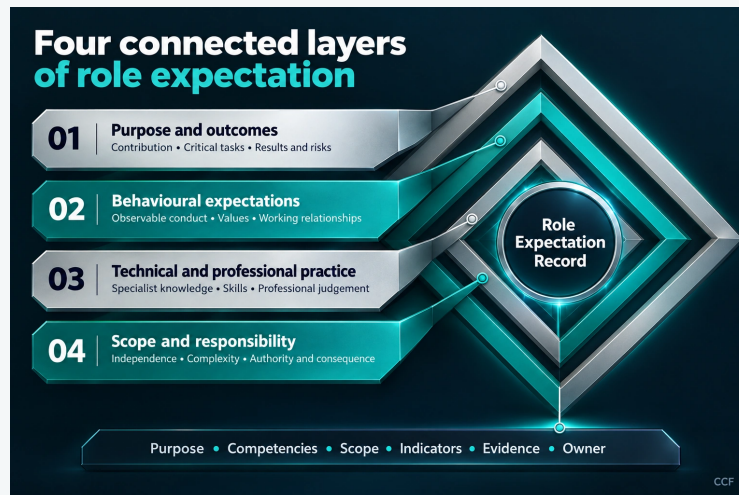


Competency and Capabilities Framework

ORGANISATION DESIGN AND CHANGE MANAGEMENT

Clear capability expectations make good work easier to describe, assess and develop. This framework helps organisations build usable role profiles grounded in actual tasks and contribution. It connects shared behaviours, specialist practice and responsibility, giving managers and employees a common reference for development and approved people processes.



THE MODEL AT A GLANCE

The approach

Four connected layers translate role purpose into observable behaviours, specialist practice and contribution scope. Six delivery stages build and test the architecture against real work, then integrate and maintain approved profiles. Clear indicators distinguish essential entry requirements from supported development.

When to use it

- Role expectations remain vague or are interpreted differently across teams.
- Behavioural and technical profiles need alignment with actual required work.
- Development, recruitment and performance processes need consistent observable expectations.

What the model covers

Purpose and outcomes · Behavioural expectations · Technical and professional practice · Scope and responsibility

Value for your organisation

- Creates clear expectations that managers and role holders can apply.
- Connects behavioural requirements and specialist practice with actual role contribution.
- Maintains consistent profiles that adapt as work and priorities change.

Put it into practice

Choose a role with unclear expectations. Ask role holders and specialists about critical tasks, behaviours, technical judgement and decision scope. Draft observable requirements, test them against realistic work examples and refine wording before using the profile.

Outputs you can use

- Competency architecture connecting shared expectations, specialist practice and contribution levels.
- Role profiles with observable indicators, examples and relevant evidence.
- Governance and integration plan maintaining approved profiles as work changes.