



▀ The Competence Concept

What does it mean to be competent?

- According to the Health and Safety Executive:

Competence can be described as **the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely**. Other factors, such as attitude and physical ability, can also affect someone's competence.

As an employer, you should take account of the competence of relevant employees when you are conducting your [risk assessments](#). This will help you decide what level of information, instruction, training and supervision you need to provide.





Focussing on competencies

Competencies are different elements described as significant within an individual's role. For England's apprenticeship standards published by IfATE these are:

- knowledge
- skills
- behaviours

For other organisations, competence can be determined by other, related, factors:

- conformity or compliance with professional principles, codes or standards
- the ability to demonstrate capabilities in terms of performance criteria
- showing achievement of specific learning outcomes (being able to do something) at a specified level.

To some extent, all of these or some combination of these factors , has been the basis of competence where an employer has articulated what an individual or group of individuals, needs to be able to do.

Implications of defining competence

Various definitions exist, which would indicate a lack of consensus or, in fact, the need to create a definition that aligns with the context and desirable culture for an organisation. The implication is that context has both external and internal factors that need to be taken into account and that the priorities and significance given to these factors are key to determining and driving organisational culture. So, there are important tools available to establish and articulate the context and culture. For example:

- conducting training needs analysis for the organisation and, on that basis, a training gap analysis of departments, teams and individual employees
- identifying the organisation's concepts of responsibility and accountability
- codes of conduct and their enforcement through a range of aligned policies and procedures
- HR tools including performance reviews, target setting and the broad range of monitoring
- transparent and observable actions (e.g. through bulletins) from top management relevant to organisational strategies and objectives
- risk capture, analysis, evaluation, reporting and monitoring focused on conduct and people risks more generally
- corporate structures that steer competence, enable cooperation and collaboration where appropriate, and facilitate autonomous and independent actions and decisions within the scope of policy and procedures usually elaborated in management systems and addressed through frameworks.





The Concept



Praxis GRC takes an holistic view on competence that considers multiple factors important to their clients



The degree to which an organisation has reflected on and articulated competence for its stakeholders



The business model and what it aims to achieve and to control



The market, operational and regulatory context



The wider definitions of professional and practitioner best practice



Relevant national occupational standards.

Our consultation, advice, guidance, coaching and mentoring services help evolve clients to their next level, growing into a more mature and resilient organisation better able to deal with volatility and a dynamic environment and business ecology.