



Core workout with core competencies

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Today's agenda

- Competency fundamentals
- Competency activities
- Group discussion and wrap-up

Learning objectives

- Understand the competency modeling framework and benefits of using competencies
- Gain practical experience to facilitate core competency development in your organization
- Identify the challenges and nuances of structuring position-level competencies

Questions

- **Whose organization has core competencies?**
 - Do you feel they are applied effectively (for selection, performance management, learning and development)?
 - Are you interested in refreshing them to be more useful or reflect current needs?
- **If you don't yet have core competencies:**
 - Are you interested in introducing them to your organization?
- **What are your challenges with establishing or using core competencies in your organization?**



What is a competency?

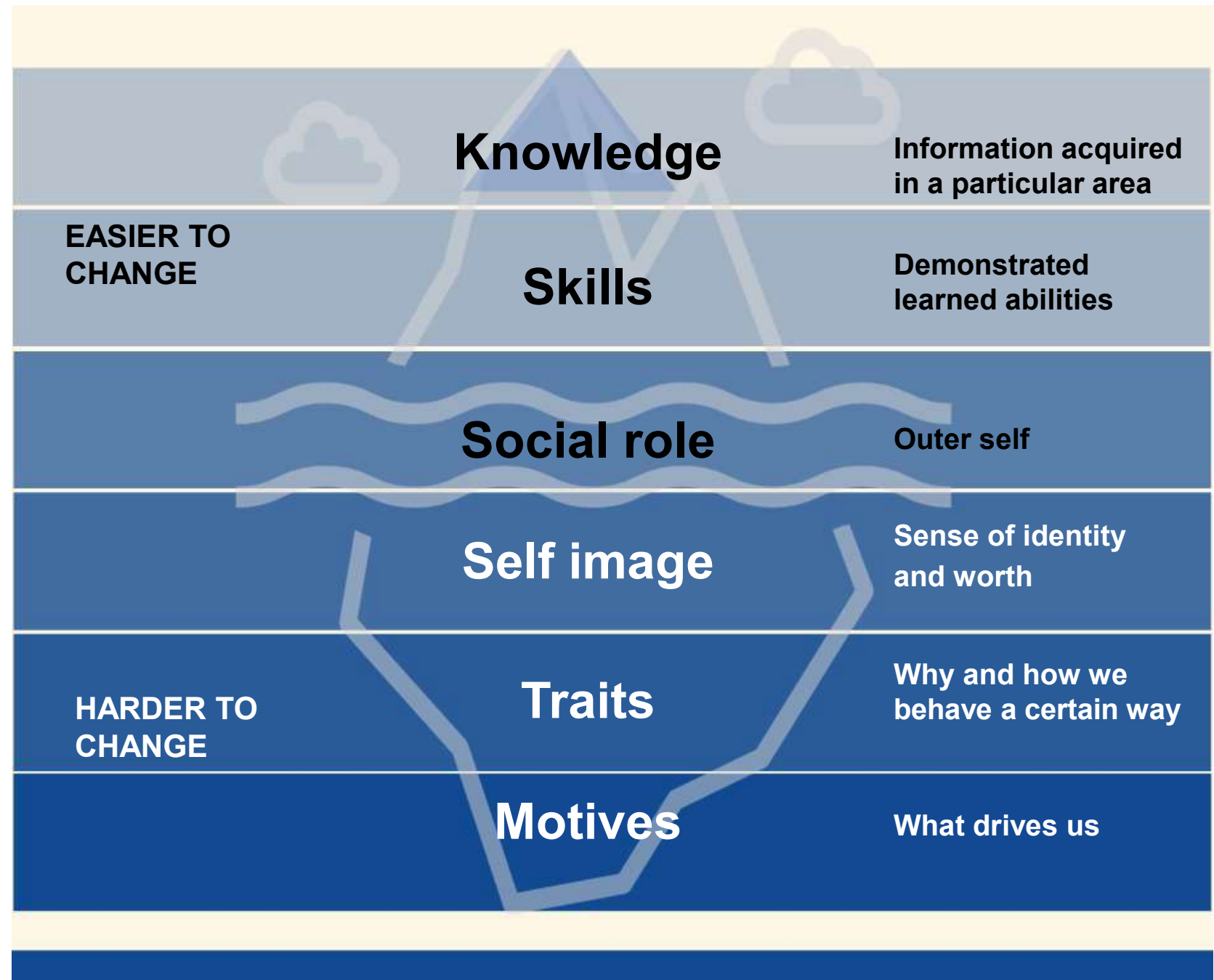
DEFINITION

**A pattern of behavior,
associated with effective
performance that helps
an organization achieve
desired results**

Competencies are:

- Associated with thoughts and feelings
- Enabled by knowledge, skill and ability
- Driven by motives:
 - Values
 - Attitudes
 - Beliefs
 - Personality
 - Instincts
 - Needs
 - Traits

Competency is like an iceberg with visible and hidden parts



Competency modeling

A framework that identifies the essential competencies needed for effective performance in a particular role in an organization

Takes exemplary performers, emulates them and turns those into a model (a concrete set of competencies)

Creates a common language for talent management which integrates all your systems

Why develop competencies?

- Help you assess and measure employee capabilities and ultimately enhance workforce performance by:
 - Identifying talent gaps
 - Measuring performance
 - Creating learning objectives
 - Designing career paths
 - Developing succession planning
- Employees benefit by understanding the competencies needed for different roles and/or career advancement
- Effective use of competencies results in building and retaining a skilled, high performing workforce that contributes to organizational success

Using competencies

41 competencies grouped into 7 clusters:

1. Communications
2. Interpersonal
3. Contextual
4. Conceptual
5. Personal
6. Management
7. Leadership

APPLICATION OF COMPETENCIES

Can emphasize either the
behavioral component
or the
motivational component
of a competency

Competencies by level



Individual contributor



First-line supervisor



Middle manager



Strategic leader

The competencies build on one another progressively from individual contributor to strategic leader and will be required to be mastered to move to higher levels.

Individual contributor



Individuals at this level are primarily responsible for performing specific tasks or duties within their area of expertise.

They **focus on executing assigned responsibilities efficiently and effectively**, often working independently or as part of a team under the guidance of a supervisor or manager.

First-line supervisor



First-line supervisors oversee the day-to-day operations of a team and provide guidance, support, and direction to frontline employees.

They are **responsible for managing workflow, ensuring productivity and fostering a positive work environment** while also serving as a liaison between frontline staff and upper management.

Middle manager

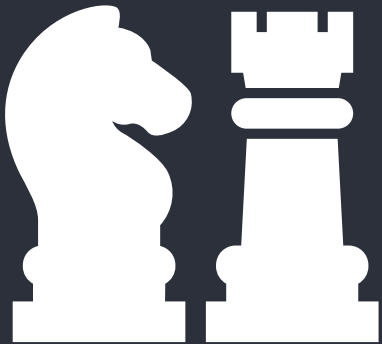


Middle managers are responsible for overseeing multiple teams or departments within an organization.

They play a critical role in **translating organizational strategies into actionable plans, allocating resources and driving operational excellence.**

Middle managers serve as decision-makers and change agents, working closely with senior leadership to implement strategic initiatives and achieve business objectives.

Strategic leader



Strategic leaders are visionary executives

who shape the long-term direction and success of an organization.

They are responsible for setting strategic priorities, driving innovation and ensuring sustainable growth in a dynamic business environment.

Strategic leaders inspire and empower others to achieve excellence, championing a culture of innovation, adaptability and organizational resilience.

Competency activities

- 1) Work by yourself**
- 2) Work with your small group**
- 3) Group discussion and sharing on the process**

Individual activity

- 1) **Pick 2 of the 4 position levels**
- 2) **Identify the most relevant competencies for each level**

Reminder:

The competencies build on one another progressively from individual contributor to strategic leader and will be required to be mastered to move to higher position levels.

Table/small group activity #2

- As a group, discuss and agree on core competencies **for first assigned level**
- Collaborate and share thoughts to ensure the selected competencies reflect a shared understanding

Individual contributor

First-line supervisor

Middle manager

Strategic leader

Repeat with next level

Full group discussion

- What competencies generated the most discussion?
- What worked well? Challenges?



Technical competencies

- Also critical to success in each level
- Layer technical competencies over core competencies
- Expect variation between departments/areas
- Involve and validate with department leadership
- Communicate with employees

Framework for competency implementation

- Job descriptions
- Recruiting, onboarding and promotion
- Performance management
- Learning and development
- Succession planning

Integration into workforce planning strategy

WORKFORCE PLANNING

Strategic, ongoing assessment and pipeline development for critical positions within the organization conducted in a collaborative nature between the Human Resources department and managers/supervisors

Benefits for the organization



Serves as a strategic framework for assessing and developing pipelines for critical positions at all levels



Ensures the organization has the necessary talent in place to meet current and future business needs



Helps to optimize resource allocation and fosters organizational agility by aligning workforce capabilities with organizational goals



Enables proactive talent management by identifying skill gaps, succession needs and areas for development



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