

Enterprise Competency Framework Design for a GCC Property Group

Building a precision competency architecture across 50 departments at scale

50

Departments & Job Families

3

Layers of Competency Depth

5

Proficiency Levels Per Competency

750+

Competency Definitions Created

The Challenge

A major GCC property group operating across development, construction, sales, facilities management, and corporate functions faced a fundamental gap in its people infrastructure: no consistent, organisation-wide language for what good performance looked like.

With over 50 distinct departments and job families — each with highly specialised technical demands — the organisation needed a competency architecture that was both rigorous enough to be meaningful and flexible enough to reflect the genuine differences between roles. Generic, off-the-shelf frameworks would not suffice. The business required something built from the ground up, precisely calibrated to its own operational reality.

Our Approach

qpeople undertook a structured, enterprise-scale competency design engagement — working systematically across every department to build a unified yet role-specific framework.

Job Family Mapping & Stakeholder Discovery

The engagement began with a comprehensive mapping of the organisation's job families and role clusters. qpeople conducted structured discovery sessions with department heads and subject matter experts across all 50 functions, ensuring that technical competency definitions reflected genuine on-the-job requirements rather than generic descriptors.

50 Technical Competency Frameworks

A bespoke technical competency framework was developed for each of the 50 departments. Each framework was structured across three layers —

The Outcome

qpeople delivered over 750 individual competency definitions — each written to a consistent standard, structured across three layers of depth, and differentiated across five proficiency levels.

For the first time, the organisation had a single, coherent competency language spanning every department — from construction and engineering through to sales, finance, and corporate services.

The frameworks provided an immediately deployable foundation for performance management, structured recruitment, and targeted learning and development — giving HR and business leaders a robust tool set to drive capability growth with precision and confidence.

Services Delivered

- Competency Framework Design
- Technical Competency Libraries
- Job Family & Role Mapping
- 5-Level Proficiency Architecture
- Stakeholder Discovery & Validation

Sector

Real Estate · Construction · UAE

Methodology

Shape · Measure

Scale

50 departments · 3-layer depth · 5 proficiency levels

capturing competency clusters, individual competencies, and specific behavioural indicators — providing both strategic clarity and operational precision.

Five-Level Proficiency Architecture

Every competency was defined across five clearly articulated proficiency levels, from foundational awareness through to expert mastery. Each level was written with sufficient specificity to be directly usable in performance conversations, recruitment decisions, and development planning — eliminating ambiguity and subjectivity.