

# Research on the Construction of an Enterprise Talent Competency Enhancement System Based on Competency Models

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**Abstract:** In an era of rapid digital transformation and intensifying market competition, talent has become the cornerstone of corporate competitiveness, with competition among enterprises essentially reflecting competition in talent capabilities. Traditional talent development models predominantly focus on job-specific skills training, lacking deep alignment with corporate strategic objectives and role requirements, resulting in suboptimal training outcomes and a disconnect between talent growth and organizational development. The competency model, as a scientific talent management tool, precisely identifies core competency elements including knowledge, skills, and qualities required for specific roles, providing clear direction and standards for talent enhancement. Grounded in competency model theory, this paper analyzes pain points in current corporate talent development systems and proposes a comprehensive framework encompassing “model development–diagnostic assessment–solution design–implementation–feedback optimization”. This framework offers theoretical insights and practical pathways for enterprises to refine talent cultivation models, strengthen core competitiveness, and achieve sustainable development.

**Keywords:** Competency model; Talent capability enhancement; System development; Corporate talent management

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## 1. Introduction

With the acceleration of global economic integration and technological innovation, enterprises' demands for talent capabilities have become increasingly diverse and sophisticated. Traditional talent development approaches primarily focus on training, lacking insight into the core job requirements. A one-size-fits-all training model is prevalent, resulting in content that is disconnected from practical needs, wasting corporate resources and failing to meet expectations.

The Competency Model, proposed by McClelland in the 1970s, focuses on identifying the underlying characteristics that distinguish high-performing individuals from average performers, encompassing dimensions such as knowledge, skills, self-concept, traits, and motivation. When applied to talent development, it facilitates a better match between individuals and positions, enhancing the precision of training programs. However, current corporate implementations still face challenges, including unscientific model design, disconnect from actual development systems, and inadequate implementation safeguards, which hinder the model's full potential. This paper examines the framework's construction,

analyzes its internal relationships and existing issues, and explores practical implementation pathways to help organizations strengthen their talent competitiveness.

## **2. Relevant theoretical foundations**

### **2.1. The core meaning of the competency model**

A competency model is a standardized framework for describing the core abilities required for a role, systematically organizing and clearly defining the knowledge, skills, and competencies essential for high performance. Its key characteristics are reflected in three aspects: first, specificity, it focuses on particular roles and identifies the key competency differences between high performers and average performers; second, systematicness, it encompasses multiple dimensions such as knowledge, skills, self-concept, traits, and motivation, forming a comprehensive competency framework; third, dynamism, it enables timely optimization of competency elements in response to corporate strategic adjustments and evolving role functions, ensuring alignment with organizational development needs <sup>[1]</sup>.

They are categorized into three levels based on application scenarios: at the enterprise level, they focus on strategic core competencies; at the department level, they align with departmental functions; and at the position level, they specify concrete competencies and hierarchies, serving as the fundamental basis for enhancing talent capabilities.

### **2.2. The intrinsic relationship between competency models and talent capacity enhancement**

There exists a close intrinsic relationship between competency models and the enhancement of corporate talent capabilities, with both mutually supporting and reinforcing each other. On one hand, competency models serve as a “guideline” and “metric” for talent development. By establishing well-designed competency models, organizations can identify the core competencies required for different roles and levels of employees, define clear objectives and standards for capability enhancement, avoid aimless training efforts, and ensure that talent development aligns closely with job requirements and corporate strategy. On the other hand, enhancing talent capabilities is the primary objective of implementing competency models. The competency model itself is not an end goal; its core value lies in facilitating talent-job alignment through targeted capability development, thereby improving employee performance and driving the achievement of corporate strategic objectives <sup>[2]</sup>.

The guiding role of the model is manifested in three aspects: precise identification of competency gaps; optimization of training content; and refinement of the evaluation system to achieve synergy between assessment and improvement, thereby stimulating employees’ growth motivation.

## **3. Current issues in corporate talent competency enhancement systems**

### **3.1. The competency model lacks scientific rigor, specificity, and practical applicability**

Currently, some enterprises encounter issues such as “mechanical copying” and “formalistic construction” when developing competency models, lacking in-depth analysis of their own strategies and job characteristics. On one hand, certain companies directly adopt competency models from other enterprises without adapting them to their specific industry traits, business models, and strategic objectives, resulting in models that are disconnected from actual corporate needs and fail to accurately define the core competencies required for positions. On the other hand, some enterprises conduct insufficient systematic research on roles during model development, failing to adequately solicit input from frontline employees and managers, and relying solely on unilateral formulation by the human resources department, which renders the models impractical and ineffective in guiding talent development practices <sup>[3]</sup>.

### **3.2. The talent competency diagnostic and evaluation mechanism is inadequate, resulting in imprecise gap identification**

Talent competency diagnosis and evaluation serve as the foundation for enhancing employee capabilities. Only by accurately identifying the gap between employees' actual competencies and job competency standards can target improvement plans be developed. Currently, some enterprises' talent competency assessment mechanisms exhibit significant shortcomings: First, the evaluation metrics are overly simplistic, focusing predominantly on job-specific skills while neglecting deeper competency factors such as self-concept, personal traits, and motivation, resulting in incomplete assessment outcomes; Second, the assessment methods remain traditional, relying primarily on written tests and interviews without tracking employees' actual work performance or behavioral patterns, making it difficult to accurately reflect their true competency levels; Third, the assessment is conducted unilaterally by HR departments or managers, lacking multi-dimensional evaluations including self-assessment by employees, peer reviews, and customer feedback, leading to subjective and partial results that fail to precisely identify employees' competency gaps.

### **3.3. The talent capacity enhancement plan lacks specificity, resulting in suboptimal implementation outcomes**

When formulating talent development programs, some enterprises fail to account for employees' competency gaps and job-specific competency requirements, adopting a one-size-fits-all approach. On one hand, training content suffers from severe homogenization, whether for frontline staff or managers, the training materials remain largely identical, without being tailored to the unique competency needs of different positions and levels, resulting in a disconnect between training content and employees' actual requirements. On the other hand, training methods remain limited, predominantly relying on traditional classroom instruction while lacking diverse approaches such as case studies, scenario simulations, practical exercises, and mentorship programs, which fails to motivate employees or effectively enhance their practical skills. Furthermore, many corporate talent development plans lack systematic structure, failing to establish a closed-loop cycle of "training–practice–feedback", thereby undermining the sustainability of training outcomes and employee competency growth<sup>[4]</sup>.

### **3.4. The implementation support system is inadequate, posing challenges to its effective implementation**

The implementation of a talent development system requires a robust support framework. Currently, many enterprises lack sufficient safeguards, hindering effective execution of such systems. Key challenges include:

- (1) **Insufficient organizational support**  
Some companies fail to establish dedicated talent development management departments, leaving HR departments overwhelmed with excessive responsibilities and lacking specialized training teams, which undermines systematic planning and effective implementation of talent development initiatives.
- (2) **Insufficient resource allocation**  
Enterprises underinvest in employee training, lacking high-quality instructors, training programs, and practical platforms to meet staff competency enhancement needs.
- (3) **Incomplete incentive mechanisms**  
Many companies lack performance-linked reward systems for talent development achievements; employees receive no corresponding incentives for skill upgrades in compensation, promotions, or recognition, dampening their motivation.
- (4) **Weak cultural support**  
Enterprises lack a culture that prioritizes talent cultivation and encourages learning innovation, resulting in employees' lack of proactive self-improvement awareness, a critical barrier to successful talent development systems.

### **3.5. Lack of a feedback and optimization mechanism, making it difficult to continuously improve the system**

The establishment of a talent capability enhancement system is a process of continuous optimization and refinement, requiring the implementation of a robust feedback and improvement mechanism to promptly adjust system content based on implementation outcomes. Currently, some enterprises' talent capability enhancement systems lack effective feedback and optimization mechanisms: first, there is no established performance evaluation system, making it impossible to accurately measure the effectiveness of talent development programs and identify system deficiencies; second, there are insufficient regular feedback channels, preventing employees and managers from promptly sharing their opinions and suggestions, thereby depriving system optimization of necessary data; third, optimizations are delayed, even when system issues are identified, timely adjustments and improvements are not made, causing the system to gradually become disconnected from organizational development needs and fail to realize its core value <sup>[5]</sup>.

## **4. Pathway for establishing an enterprise talent competency enhancement system based on the competency model**

Addressing the aforementioned challenges and drawing on the core theories of competency models, this paper establishes a comprehensive talent competency enhancement framework encompassing “model development–diagnostic assessment–plan design–implementation–feedback-driven optimization”. This approach ensures the framework’s scientific rigor, relevance, and practicality, fostering deep alignment between talent capability development and corporate strategic objectives as well as job requirements.

### **4.1. Establish a scientific competency model and define clear objectives for talent capability enhancement**

The competency model serves as the core foundation of the talent competency enhancement system. Establishing a scientific competency model requires adherence to the principles of “strategic orientation, role orientation, and practical application orientation”, and should be implemented in three steps:

(1) Step 1

Clarify the core basis for model development. By aligning with the enterprise’s strategic objectives, identify the core competencies required for organizational growth and define the competency elements at the corporate level; based on departmental functions, analyze key departmental tasks and delineate the competency elements at the departmental level; considering the specific responsibilities, workflows, and performance standards of individual roles, identify the knowledge, skills, and qualities required for each position and define the competency elements at the role level. Additionally, gather input from frontline employees, managers, and industry experts to ensure the relevance and practicality of the defined elements.

(2) Step 2

Refine the grading standards for competency elements. For each competency element, establish distinct levels (e.g., Basic Level, Proficient Level, Expert Level, Master Level), specifying the corresponding behavioral manifestations and evaluation criteria at each level to ensure the competency model is practical and accurately measures employees’ ability levels. For example, for “Communication and Coordination Skills”: the Basic Level requires the ability to clearly express one’s own views; the Proficient Level requires effective coordination of cross-departmental communication; the Expert Level requires the ability to resolve complex conflicts and drive problem-solving; the Master Level requires the establishment of robust communication mechanisms and the enhancement of team communication efficiency <sup>[6]</sup>.

(3) Step 3

Establish a dynamic optimization mechanism. Regularly update the competency model in alignment with corporate

strategic adjustments, changes in job functions, and industry trends. Remove outdated competency elements, add elements that meet the company's development needs, and adjust the competency level criteria to ensure the competency model remains consistently aligned with the company's evolving requirements.

#### **4.2. Improve the talent competency diagnostic and evaluation mechanism to accurately identify competency gaps**

Centered on the competency model, we establish a “multi-dimensional, comprehensive, and routine” talent competency diagnostic and evaluation mechanism to accurately identify gaps between employees' capabilities and job competency standards, thereby providing a foundation for designing talent development programs <sup>[7]</sup>.

#### **4.3. Develop targeted talent competency enhancement programs to optimize outcomes**

By addressing employees' competency gaps and job-specific requirements while adhering to the principles of “differentiation, systematization, and practicality”, we design tailored talent development programs that implement a “one-person-one-strategy, one-position-one-strategy” approach, ensuring each plan aligns with employees' actual needs.

Promotion programs are designed in a categorized and tiered manner based on employees' job roles, levels, and competency gaps: For frontline employees, the focus is on enhancing job-specific skills, execution capabilities, and fundamental competencies; for middle managers, the emphasis is on improving management skills, communication and coordination abilities, and team-building capabilities; for senior executives, the priority is developing strategic thinking, innovation capabilities, and decision-making skills.

#### **4.4. Improve the implementation support system and ensure its effective implementation**

Establish an integrated implementation support system encompassing “organization, resources, incentives, and culture” to provide robust backing for the talent development framework, ensuring its effective advancement and tangible outcomes.

Establish a dedicated talent capability enhancement management organization headed by senior corporate leadership, with the human resources department taking the lead and all departments collaborating. Clearly define each department's responsibilities to establish a working framework characterized by “high-level leadership, coordinated efforts by the HR department, and collaborative advancement across departments”. Concurrently, form a specialized talent development team responsible for optimizing competency models, refining evaluation mechanisms, and designing and implementing enhancement programs, ensuring the systematic and professional nature of talent capability development initiatives.

Increase investment in talent development and integrate high-quality training resources, including hiring industry experts and internal key personnel as trainers, developing training courses tailored to actual corporate needs, and establishing practical platforms (such as training bases and project practice platforms) to provide ample resource support for employee skill enhancement. Simultaneously, optimize online learning platforms by offering convenient access to facilitate learning during fragmented time periods and improve learning efficiency <sup>[8]</sup>.

Establish an incentive mechanism linked to talent competency enhancement, linking employees' professional development to compensation, promotions, performance awards, and position adjustments: Employees who demonstrate significant competency improvement and meet competency standards will receive rewards such as salary increases and priority for promotions; those who actively participate in competency development and exhibit outstanding performance will be recognized and rewarded; employees who fail to meet competency standards or show low engagement in development will receive targeted guidance and supervision, with position adjustments made when necessary. This incentive mechanism aims to motivate employees to proactively enhance their capabilities.

Foster a corporate culture that prioritizes talent development and encourages learning and innovation. Through internal communications, experience sharing, and recognition of exemplary individuals, create an environment where “everyone loves learning and strives for continuous improvement”. Guide employees to embrace the concept of “lifelong learning”, actively participate in skill-enhancement initiatives, and establish a virtuous cycle of “learning → improvement

→ performance → further learning”<sup>[9]</sup>.

#### **4.5. Establish a feedback and optimization mechanism to achieve continuous system refinement**

Establish a closed-loop feedback and optimization mechanism comprising “effect evaluation–feedback–optimization adjustment”. Based on the system’s implementation outcomes, promptly identify issues and make necessary adjustments to ensure the talent capability enhancement system remains aligned with corporate development needs, achieving continuous refinement.

Based on the effectiveness evaluation results and feedback, promptly optimize and adjust the talent competency enhancement system: address issues in the competency model by updating competency elements and grading standards; improve the diagnostic evaluation mechanism by refining assessment indicators and methods; refine enhancement plans by adjusting their content and approaches; and strengthen the support system by enhancing organizational, resource, incentive, and cultural safeguards. Through continuous optimization, ensure the scientific rigor and practicality of the talent competency enhancement system, driving sustained improvement in talent development efforts and achieving better outcomes<sup>[10]</sup>.

## **5. Conclusion and prospects**

### **5.1. Research conclusion**

This article identifies five core challenges in corporate talent development systems and establishes a comprehensive, closed-loop framework. Through scientific modeling, precise evaluation, customized solutions, robust safeguards, and continuous optimization, it addresses the aimlessness and inefficiency inherent in traditional training approaches, achieving optimal person-job alignment and synchronized growth between talent and the organization. Implementing this system requires senior leadership commitment, cross-departmental collaboration, adequate resource allocation, and ongoing refinement, fostering a culture of full staff participation, end-to-end implementation, and holistic optimization.

### **5.2. Research outlook**

In the future, artificial intelligence and big data can be integrated to achieve intelligent modeling and evaluation, enhancing the precision of diagnosis and talent cultivation. Differentiated construction approaches should be explored for enterprises across various industries and scales.

Long-term tracking of implementation outcomes will enable continuous refinement of optimization mechanisms, providing more tailored theoretical and practical support for enhancing corporate talent capabilities.

Enterprises should recognize the value of competency models and establish tailored talent development systems aligned with their specific needs, leveraging talent competitiveness to drive high-quality growth.

## **Disclosure statement**

The authors declare no conflict of interest.

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