

Halderstone



Training module

Competence, Awareness & Communication

Plan and ensure competence, awareness and communication for people within the scope of a management system



Is your organization struggling to translate generic training into effective, role-based capabilities and communication?

Overview

Many management systems encounter difficulties because individuals lack a clear understanding of their expectations, the significance of their work, or how system practices integrate with daily tasks. Traditional approaches to competence and awareness, such as generic e-learning or one-off briefings, often result in superficial compliance rather than genuine understanding and ownership.

This training module introduces a structured, role-based methodology for competence, awareness, and communication. Participants will learn to define competence needs derived from specific roles and responsibilities, design targeted awareness campaigns, and establish communication strategies that foster engagement. The module emphasizes creating proportionate evidence that supports management and assurance contexts, avoiding unnecessary documentation burdens.



Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

Is this module for you?

It is a good fit for you if you...

- are responsible for competence and awareness in a management system.
- need to align roles with clear capability expectations.
- coordinate communication across functions or locations.
- face training fatigue or low engagement.
- must show credible competence evidence.

It may be less suitable for you if you...

- are designing HR appraisal or reward systems.
- need detailed audit execution skills.
- focus purely on technical system configuration.
- are looking for motivational or culture change training.

Learning outcomes



Key outcomes

- Translate system roles and responsibilities into practical competence profiles
- Design a role-based competence development approach that avoids generic training
- Build a maintainable communication plan with clear audiences, channels, and ownership

Additional capabilities

- Explain the purpose of competence, awareness, and communication expectations in management system standards
- Create awareness messages that clarify expectations and link them to daily work
- Define proportionate evidence for competence and awareness that supports assurance discussions
- Identify and address common pitfalls such as training fatigue and conflicting messages

Agenda

Why people and communication determine system effectiveness

How competence, awareness, and communication act as core enablers of management systems, and where typical failure patterns such as generic training, message fatigue, and unclear ownership undermine effectiveness

From roles to competence needs

How to translate roles and responsibilities into concrete competence expectations, and build practical competence profiles covering knowledge, skills, and behaviours

Designing competence development without “one-size-fits-all”

How to design role-based learning pathways that are proportionate and maintainable, and select formats and methods that match real work contexts

Awareness that supports decisions and behaviour

How to define what different groups need to understand without overloading them, and design messages around what, why, when, and how, grounded in real work examples

Communication planning and channel choices

How to structure communication plans around audiences, messages, channels, timing, and ownership, and reduce over-reliance on email and competing narratives

Embedding into routines and system maintenance

How to use onboarding, role changes, audits, incidents, and improvements as system moments that reinforce learning and awareness from a management perspective

Evidence, proportionate documentation, basic effectiveness checks

How to define appropriate evidence of competence and awareness, avoid unnecessary documentation, and apply simple effectiveness checks such as participation, understanding, and feedback loops

Digital tools and AI-assisted support

How digital tools support targeting, refreshers, and lightweight knowledge checks, and how AI can assist drafting while maintaining human review and accountability

Case-based workshop

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials



Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Processes for competence, awareness, and communication (including key role definitions)
- Competence matrix template
- Role-based training and awareness plan template
- Communication plan template
- Awareness and competence effectiveness checklist
- AI prompt set communication management

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes general familiarity with management system concepts and organisational roles. No standard-specific clause knowledge is required.

Helpful background includes:

- Understanding of how roles, responsibilities, and processes are defined in your organisation
- Basic familiarity with internal communication and training practices

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

- System Leadership
- Governance Design

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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