

Competency Modeling:

Linking People Programs to Business Strategy &
Measurable Outcomes

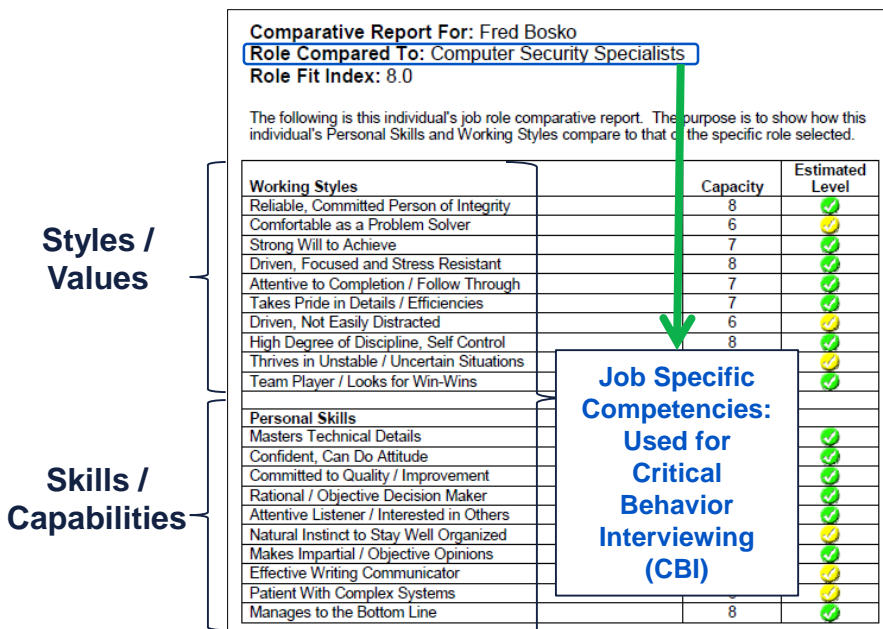


Using a Common Vocabulary Creates a Common Understanding...

What are Competencies?

Competencies are identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities.

We first list and define the competencies. Then we list competency indicators. Working with clients we can very quickly tailor the indicators to their organizational mission and values, and to individual job needs.



Why Use Competencies?

Understanding and unlocking superior people and business performance hinges on defining and measuring competencies.

1. Competencies provide a clear and integrated set of dimensions against which performance can be described and measured.
2. A well-designed competency framework provides the vital link between the behaviors, skills and attributes required by the individual and the tasks required in a job.
3. A competency framework that is used as the foundation of an organization's talent management strategy provides the sought-after link between HR and tangible business outcomes.

A Common Understanding Creates Common Expectations...

From Recruiting...

Comfortable as a Problem Solver	6	
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CBI Question #1: Provide a recent example of when you were required to be in the position of a problem solver for your team. What was the problem? Who was involved? What was your specific role? What was the outcome? What did you learn from this experience? What would you have done differently?

To Performance Management...

Key Task 1: Computer Security Specialist				
Encrypt data transmissions and erect firewalls to conceal confidential information as it is being transmitted and to keep out tainted digital transfers.				
Target / Success Criteria:				
Evidence of Performance: (Description and Date of Entry)				
Performance Ratings: (Check Appropriate Box)				
Unsatisfactory	Not Fully Effective	Effective	Very Effective	Outstanding
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To Identifying Learning & Development Needs...

Training & Development Needs Assessment Alignment Worksheet:	Manager	Employee	
	Need	Need	Interest
Master Technical Details	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Confident, Can Do Attitude	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

...Common Expectations Create the Desired Business Results

Quickly Analyze, Report, Implement and Scale...

In the few hours it takes to complete a competency-based job analysis, clients are able to define and design job roles, generate competency models, identify strategies for selection and development, and build the foundation for performance management systems, leadership and executive coaching and strategic talent and succession management; at all levels within an organization. Our competency-based job analysis process and tools are designed to yield reports targeted toward various human resource functions and supporting documentation such as:

- Job Descriptions
- Critical Behavior Interviewing Questions
- Full Technical Job Description Reports
- Job Competency Profiles
- Person Specification Reports
- Performance Appraisal Forms
- Individual Training & Development Planners

Besides being used in major organizational design and transformation projects, our competency-based job analysis process and tools are invaluable day-to-day tools for collecting job information for routine tasks such as person specifications, job descriptions and candidate-job matching.

Features and Benefits...

- Makes comparing different jobs to one another much easier.
- The database provides reports on the tasks and behaviors that comprise a role (including work context and environment), and the abilities, behavior, characteristics and competencies employees need in order to be effective.
- The computer analyzed questionnaire and database is based on scientific, empirical research and allows you to identify the most relevant person specifications for effective job performance.
- Covers all key activities and tasks performed in any role, company-wide.
- Compared to other less validated methods, is considerably less time consuming; our multi-method approach can be completed in less than a day; often within hours.
- Possibly the most comprehensive report writing facilities available in the global market.
- Research has shown that the process is role sensitive. This enables you to effectively discriminate between different roles.
- Has successfully been defended in major labor court cases; Available in 30 languages.

We have been coaching organizations on how to align Human Resources and Workforce Strategies with Corporate Business Strategy for over 20 years. Over those years, many of our whitepapers have been featured in a variety of world-class publications (e.g., The Journal of Cost Management; a critical reference for CFO's, Auditors and Accountants around the world). Although originally published in May, 2001, "*Skills-Based Human Capital Budgeting: A Strategic Initiative, Not a Financial Exercise*" is one of many whitepapers that has stood the test of time – still used as a primary reference by NASA and other world-class organizations in their workforce planning activities.

To learn more about our Competency Modeling and Consultancy Services go to <http://www.aiinc.cloud> or contact us by calling (905) 467-1495, or Toll Free at 1-800-627-4151 or by email at info@aiinc.cloud.