INTRODUCTION TO
BEHAVIORAL
COMPETENCIES

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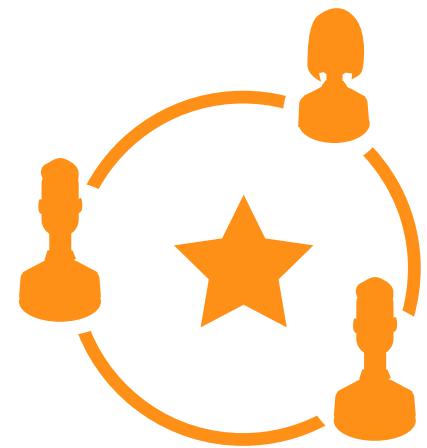
What's included:

This guide introduces you to competencies, and to the various ways we package them at HRSG. We show you how to use competencies to build role and job profiles, including three steps for success. We also explain our three competency bundles: Foundation, Align, and Optimize, and help you choose which one is right for your organization.
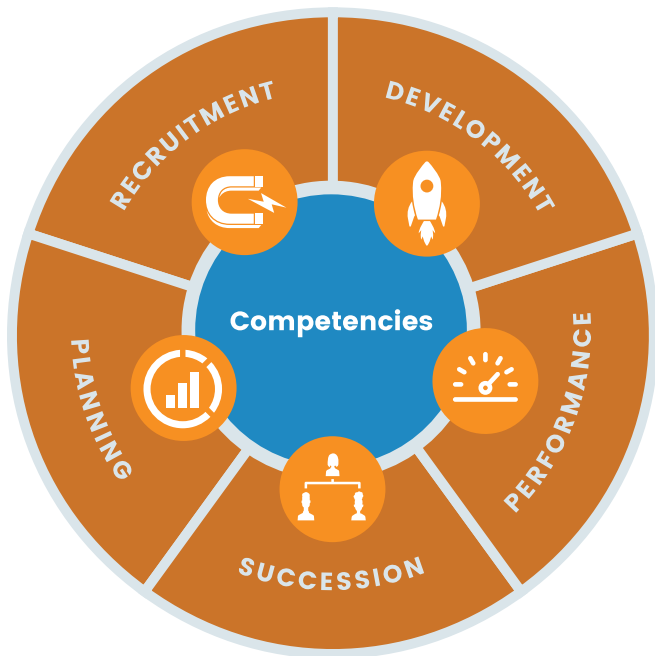
Competencies

What are they?

Competencies identify the observable behaviors of top performers, and describe not just WHAT these employees do, but HOW they do it. By describing the "how" and presenting the information as observable phenomena, competencies give you a more practical, accurate way to identify, retain, and develop the talent your organization needs.

Competencies

How are they used?

Competencies can be used to improve every stage in the talent lifecycle: recruitment and selection, assessment and evaluation, performance management, and succession planning. The use of competencies as the foundation of all HR activities enhances the consistency of the process and ensures better alignment between HR and the organization's broader strategic goals.

Competencies provide a deeper level of detail to help organizations clearly articulate and identify excellence on the job. Competencies focus on observable behaviors, reducing the potential for subjective interpretation and individual bias.
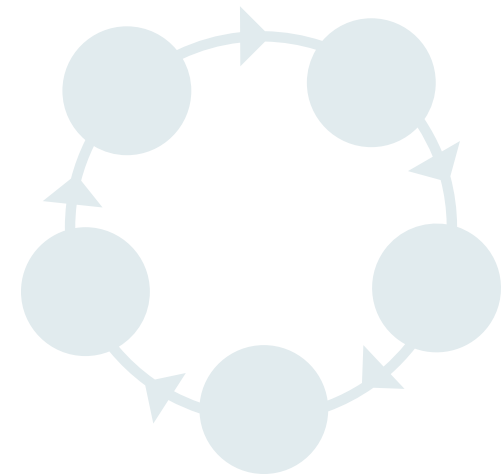
Using competencies to build competency profiles

Competency profiles are the foundation of any competency-based initiative. Articulating competencies and proficiency levels at the job level brings greater focus and continuity to the entire talent-management lifecycle. We offer the following recommendations for organizations that are planning to implement competencies.

1. Start with a pilot project

Competencies bring the greatest value when they're applied to the whole workforce, but you don't need to do it all at once. Starting with a small pilot project is a great way to explore multi-level competencies and adapt the competency content and profile-building process to the unique needs of your organization.

2. Identify the goal

HR professionals use competencies for many reasons. Some want to strengthen or change organizational culture, others want to reduce turnover or ensure consistent performance across different locations, and so on. Make sure you have a clear goal in mind before starting a competency-based initiative, and take baseline measurements so you can gauge the effectiveness of the initiative post-launch.

3. Leverage automation tools

Using tools such as spreadsheets, email, and Word documents to select and apply multi-level competencies to job profiles can add to the challenge. Using next-generation software tools such as HRSG's CompetencyCore can streamline the process by helping you manage competency content, synthesize organizational input, and ensure a defensible, fully documented process.

Difference between role profiles and competency profiles

A role profile describes the competencies needed for success in a general role. Think about an Administrator and the key competencies needed for success. Communication, Information Gathering and Processing, and Planning and Organizing are all critical.

The duties associated with "Administrator" are quite general. You can have Administrators in Finance, Administration, Procurement, and so on. But despite this, the key competencies of Communication, Information Gathering and Processing, and Planning and Organizing are all required.

Meanwhile, job profiles are more specific. Within the Administrator role, job profiles exist for Administrative Assistant, Bookkeeper, Purchasing, etc. While each of these jobs requires some specialized competencies, the key competencies remain the same regardless of function.

"While each job requires some specialized competencies, the key competencies remain the same regardless of function."

The Bundles

All of our competency bundles contain multi-level competencies that can be used to align and improve the entire talent life cycle. They can be easily customized to fit your organization's unique goals and talent requirements, and have been developed and maintained in accordance with industry best practices. All the competencies included in the Foundation and Align packages are mapped to on-the-job learning resources and behavioral interview questions, which are sold separately as add ons.

The Bundles

Foundation

This entry-level bundle of competencies includes 25 general competencies and 50 role profiles. With this bundle you can align employee performance to achieve your company vision and common goals, build a dynamic workforce to meet current and future needs, and empower employees.

You should get this bundle if you:

- Are an organization just starting out with competencies and want to keep things simple.
- Want to emphasize the soft skills, or general competencies rather than the technical.

The Bundles

Align

This mid-level bundle of competencies includes 94 general and technical competencies, and 90 job-based profiles. The included technical competencies have been developed with input from subject-matter experts and industry representatives. With this bundle you can align employee performance to achieve your company vision and common goals, build a dynamic workforce to meet current and future needs, and empower employees.

You should get this bundle if you:

- Are an organization familiar with the basics of competencies and want to expand your offerings.
- Have focused on soft skills but want to branch out into technical skills as well.

The Bundles

Optimize

This is our most comprehensive competency bundle, and includes 154 general and technical competencies, as well as 340 job profiles. The included technical competencies have been developed with input from subject-matter experts and industry representatives. With this bundle you can align employee performance to achieve your company vision and common goals, build a dynamic workforce to meet current and future needs, and empower employees.

You should get this bundle if you:

- Are an organization that is very familiar with competencies, and want to build competency profiles that include general and technical competencies.

For more information

Contact one of our sales experts to learn more about our available competency bundles!

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About HRSG

HRSG is a dynamic SaaS and professional services company. Since 1989, we have worked with a range of industries to define talent needs, address skill deficiencies, and improve individual and organizational performance. We are a recognized leader in the field of competency-based talent management, and our flagship software, CompetencyCore™, is being used by organizations around the world, to facilitate the more effective application of competencies across the talent management lifecycle. Clients include global corporations and small or midsized organizations operating in sectors such as logistics, finance, accounting, technology, HSE, HR, manufacturing, sales and marketing, and many more. For more information, please visit www.hrsg.ca.