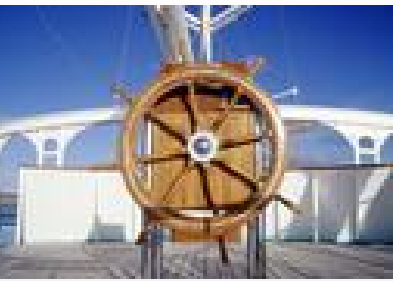


COMPETENCY MODELS



PURPOSE

Competency models identify and define the knowledge, skills, abilities, attitudes, and traits required for peak job performance.

Competency models can serve as the basis for developing an integrated human resources system including:

- ◆ Recruitment and selection
- ◆ Organizational skills assessment
- ◆ Training curriculum design
- ◆ Performance management
- ◆ Individual development planning
- ◆ Rewards and recognition
- ◆ Business planning

PROCESS

- Review relevant business plans for context (e.g., mission, vision, values).
- Incorporate multiple perspectives and research methodologies for greater validity, including:
 - ◆ Focus groups with high performers and/or stakeholders.
 - ◆ Benchmarking research (internal and/or external).
 - ◆ Telephone or in-person interviews with job incumbents, managers, customers, and stakeholders.
- Define critical competencies based on:
 - ◆ High performance behaviors, or
 - ◆ Behaviorally anchored performance ratings.

BENEFITS

- Improve knowledge and skill levels.
- Link the company's strategic direction with internal capabilities by defining precisely what people need to do to execute organizational strategies.
- Provide a foundation for aligning HR processes and optimizing performance, including through training, individual development, and selection.

CASE STUDY

When an information services company decided to develop an integrated competency-based Human Resource system, it engaged ADVANTIS Research & Consulting.

RESULT: We identified core and functional competencies for all jobs in the organization. These competencies became the basis for recruitment, training, performance management, and compensation practices, creating alignment of HR processes with business strategy.