



Competency Info Sheet

If you are considering competencies as a way to improve organizational excellence, this info sheet will give you a starting point in your evaluation process.

For more information or to discuss the relevance of competencies to your organization, please call 1-866-574-7041 or email info@hrsg.ca.

What are competencies?

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.

Who uses them?

The use of competencies was originally limited to large organizations because of the considerable infrastructure and resources needed to develop original competency material.

Today, competencies are within reach of companies of any size, thanks to new, off-the-shelf resources such as pre-defined competency dictionaries and software management tools.

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.

Did you know?

80% of best-in-class organizations define core competencies at the start of the hiring process.

Today, almost every organization with **300 + employees** uses some form of competency-based resource management.

Organizations using core competencies enjoy **greater profitability**, customer satisfaction levels, and customer retention than other organizations.

Aberdeen 2013, *Competencies in the 21st Century 2008*, Aberdeen 2009



Why are they more effective?

Competencies use *past behaviors* to predict *future success*, an approach that's proven to improve outcomes for companies in every type of industry and of every size—from small businesses to global enterprises:

- Competencies provide a **deeper level of detail** to help organizations clearly articulate and identify excellence on the job.
- Competencies focus on **observable behaviors**, which reduces the potential for subjective interpretation and individual bias.
- Competencies can be used throughout the **talent management lifecycle**, bringing a greater degree of consistency and focus to the process.

6 top reasons to use competencies

- To gain a competitive advantage in a challenging market
- To apply the organizational vision to individual roles
- To improve the legal defensibility of your talent management process
- To attract superior talent
- To manage change more effectively
- To prepare for industry and organizational changes

What results do competencies offer?

Research shows that competency-based selection reduces the likelihood of the organization making a “bad hire”, and leads to lower turnover and higher performance than other talent management approaches.

Using competencies also supports a culture of excellence across the organization by clearly defining the requirements for personal and organizational success and ongoing improvement.

What makes HRSG competencies unique?

HRSG is one of a handful of global competency specialists to develop original competencies in house. Each competency is created by industrial-organizational psychologists and subject-matter experts to ensure it reflects the needs and best practices of today's companies.

Each HRSG competency is multi-level, providing up to five proficiency levels that define the progressive complexity, independence, risk, and responsibility required for different jobs. Multi-level competencies provide a deeper level of detail than single-level competencies, and help employees clearly see their path to advancement in the organization.



How can competencies help my organization?

Every organization has a different set of priorities and a unique workplace culture. As competency specialists, HRSG has helped hundreds of organizations adapt and use competencies to support their HR processes and wider strategic goals. We empower organizations to select and adapt competencies, develop competency-based profiles, and apply a competency framework to the entire talent-management lifecycle, including interviews, assessments, performance management, learning and development, and succession planning.

We also offer competency content libraries, software management tools, and other products and services designed to kick-start your competency-based management project more quickly and affordably.

Client Focus				
Providing service excellence to internal and/or external clients.				
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Responds to immediate client needs	Maintains client contact	Provides added value	Provides seasoned advice	Ensures continued service excellence
Responds to client needs in a timely, professional, helpful, and courteous manner, regardless of client attitude.	Follows up with clients during and after delivery of services to ensure that their needs have been met.	Looks for ways to add value beyond clients' immediate requests.	Acts as a seasoned adviser, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.	Formulates strategies and processes to evaluate emerging and longer-term opportunities and threats to meeting clients' needs.
Shows clients that their perspectives are valued.	Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.	Addresses the unidentified, underlying and long-term client needs.	Pushes client to consider difficult issues that are in their best interests.	Determines strategic business direction to best meet clients' evolving needs.
Strives to meet service standards in all circumstances.	Maintains service to clients during critical periods.	Enhances client service delivery systems and processes.	Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.	Evaluates the client service model and service standards to identify areas for improvement.
	Addresses clients' issues in order of priority.	Anticipates clients' upcoming needs and concerns.		

What are competencies?

Observable abilities, skills, knowledge, motivations or traits, defined in terms of the behaviors, needed for successful job performance.

For a closer look at HRSG's competency dictionaries, please call **1-866-574-7041** or email **info@hrsg.ca**

ABOUT HRSG

Since 1989, HRSG has worked with a range of industries to define talent needs, address skill deficiencies, and improve individual and organizational performance. Clients include global corporations and small or mid-sized 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.

