Executive Program
Competency Based HR Management
“Competency work has become the leading logic model for diagnosing, framing, and improving leadership in general and human resource management in particular.”

Dave Ulrich

Ranked #1 most influential person in HR by HR Magazine, 2006, 2008, 2009
“HRSG’s Competency Certification Course was a great experience overall! The facilitators were very generous with their extensive knowledge and expertise. The case study on the last day really set things in motion and forced me to put a plan in place. The explanation and demonstration of i-SkillSuite brought together all the course content to show how all elements of the competency system work together.

Thanks a million!”

Gertie Ryan-Kavanagh, Husky Energy

“We recommend this program to all those who are acquainting themselves with the concept of competencies, and all those who are attempting to apply the concept to their organizations. The facilitators had the necessary background and experience to make the content of the program easily understood and translatable to real life examples.”

Zeina Tomey, HR Specialist
American University of Beirut Medical Center
How Will I Benefit From HRSG’s Executive Program in Competency Based HR Management?

The HRSG Executive Program in Competency Based HR Management will prepare you to tackle long term strategic HR problems that span entire organizations and command the attention of senior management.

HR professionals mastering competencies become key participants in shaping the organization to deliver the productivity gains, increased retention, and improved performance organizations need.

Competency Based HR Management more effectively translates strategic vision into the behaviors that deliver desired business goals. HR leaders using competencies are able to tackle critical organizational challenges, and achieve the recognition they merit from senior management.

“HR must give value or give notice.”

Dave Ulrich
Participant Mix

Successful HR Leaders looking to implement the best practices of their profession, in an initiative that spawns excellence throughout the organization.

Vice Presidents who want to unleash the people potential in their organization.

Architects of HR Solutions looking to transform an organization into an admired center of excellence.

Talent Managers, Learning and Development Professionals, Organizational Designers, and Human Capital Managers who provide guidance to senior management in ever-greening organizations.
How Will Your Organization Benefit From Competency Based HR Management?

Competencies enable an organization to integrate strategic HR and business plans into one seamless overarching strategy to develop people, optimize resource allocation, enhance services, and create efficiencies.

This is done through increased employee engagement, defined expectations and definitions of success customized to your business and internal processes, to maximize the use of resources. Some notes on how competencies contribute to key organizational HR goals:

<table>
<thead>
<tr>
<th>HR / Organizational Goal</th>
<th>How Competency Frameworks Contribute</th>
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<tbody>
<tr>
<td>Productivity Gains</td>
<td>Organizations improve efficiency not only as employees learn ‘what’ they are expected to do, but even more as they understand ‘how’ they are expected to perform tasks. Desired organizational behaviors are documented, making it possible to communicate these standards. Required skills, traits, and attributes for all positions are defined, making it possible to measure and correct for skill deficiencies.</td>
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<tr>
<td>Grow, Retain, and Attract the Right Talent</td>
<td>Understanding and define the talent needed and available to accomplish the organizational mission. Define organizational culture to maximize the ability to hire for fit and attitude. Objectively identify the individuals the organization must retain to maintain an optimal talent pool. Create living HR plans that move with business needs. Competency Based HR Management enables the organization to define a skills road map, which empowers individuals to manage and achieve their own development.</td>
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<tr>
<td>Improve Performance</td>
<td>Identify gaps between requirements and capabilities. Define expectations for employees, in a way that is measurable, objective, and defensible. Set behavioral targets to encourage employees to go above and beyond expectations.</td>
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“People are the only thing that matters. . . . . when that part is right, everything else works.”

David Ogilvy, Ogilvy & Mather
Role of Competencies

What is a Competency?

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

Competencies and competency frameworks are proven tools for translating the strategic vision of an organization into the behaviors employees must display for the organization to be successful.

What is Competency Based HR Management?

A management methodology that standardizes and integrates all HR activities based on competencies that support organizational goals.

In ever-greening organizations, HR professionals frequently face challenges in understanding the performance capability within their organization, formulating a plan to match organizational capability to mission, engaging and retaining the right people, and sustaining the organization’s capability to perform over time.

“I am always on the lookout for talent – it’s not easy to find energetic and enthusiastic people with the right attitude. We look for people who can grow into their work, and respond with excitement when we give them greater responsibility. Jobs, after all, can be learned.”

Sir Richard Branson, Entrepreneur
Role of Competencies

Competency Based HR Management plays a key role in:

• Understanding and defining the talent needed and available
• Addressing skills deficiencies
• Matching talent available to performance needs
• Matching the right people with the right skills to the right jobs
• Each is essential to aligning organizational capability to organizational mission.

“Hire for attitude. Train for skill”

Herb Kelleher, Founder of Southwest Airlines.
What Will I Learn?

Learn to:

Plan Your Competency Initiative

Develop Profiles

- Background research
- Identifying competencies
- Validation
- Reporting

Make Your Competency Profiles Defensible

Implement Competencies

- Recruitment and selection
- Learning and development
- Performance measurement
- Career development and succession planning
- Strategic HR planning
- Governance and change management

Manage Your Competency Initiative for Long Term Success

- Sustainable competencies
- Refreshing and adapting to meet changing organizational needs

Case Studies

- Communicate about competency-based management and its benefits
- Customize the competencies from HRSG’s competency dictionary
- Develop behavioral indicators and competency profiles
- Use different techniques to lead group sessions in developing competency profiles
- Use competencies to support different human resource management processes (learning; selection; career development; etc.)

“Are your performance yardsticks appropriate to your objectives?”

Peter Drucker, Management Guru
Agenda : Level 1 Certification Program

Day 1

Orientation

Orientation to workshop and certification
Orientation to competency-based management
The competency architecture
The competency dictionary
Job families, career streams and roles
Planning your competency initiative
Overview of competency profiling methodology

Developing Competency Profiles

Step 1 – Background research & preparation

Background research and data gathering – steps, processes and data sources
Planning the competency development process

Step 2 – Identifying Competencies

Overview of main competency profiling methods
Card sort method
Competency profiling surveys
Behavioral event interviewing (BEI)
Agenda: Level 1 Certification Program

Day 2

Developing Competency Profiles (cont’d)

Step 2 – Identifying competencies (cont’d)
- Identifying competencies - BEIs
- Developing behavioral indicators
- Direct worker observation and review of worker materials

Step 3 – Validate Competencies
- Preparation – who to involve, how to select, communicating the initiative
- Tools and techniques
- Surveys vs focus groups

Step 4 – Reporting and Documenting

Defensible /Legal Considerations in Profiling

Governance & Change Management

Implementing Competencies
- Recruitment and selection
- Learning and development
- Performance management

Day 3

Implementing Competencies (cont’d)
- Career development and succession management
- Strategic HR planning

Designing and Implementing a CBM Program

Case Studies
Schedule, Program Fees and To Register

• Call 866.574.7401, or
• Go to www1.hrsg.ca/ccw1
About HRSG

HRSG provides Competency Based HR Management solutions that address challenges in human capital planning, performance improvement, retention and succession management.

Why Do Organizations Turn to HRSG?

HRSG’s competency based approach more effectively translates strategic vision into employee behaviors that deliver business results. Organizations who believe that success rests significantly on optimizing productivity by improving skills and maximizing workforce effectiveness, have turned to HRSG as a trusted partner for over twenty years.

In ever-greening their organization, clients frequently face challenges in understanding the performance capacity within their organization, formulating a plan to match organizational capacity to mission, engaging and retaining the right people, and sustaining the organization’s capacity to perform over time.

Essential to overcoming these challenges are:

• Understanding and defining the talent needed and available
• Addressing skills deficiencies
• Matching talent to performance needs
• Matching the right people with the right skills with the right jobs

Our clients include governments, global corporations, enforcement agencies, professional accreditation bodies, skills development focused NGOs.

How will a relationship with HRSG yield superior business results?

We work with our clients rather than for our clients, by ensuring that there is a deliberate, process based transfer of knowledge from HRSG to you. The end result are solutions that make you self-sufficient rather than reliant. We work extensively to ensure that underlying problems are clearly and precisely identified and the right solution is provided. Our solutions are integrated, easy to replicate, practical, and workable.

Talk with us today. We believe the HRSG difference will be evident to you immediately.

Contact Us

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About our Practice Leaders

Suzanne Simpson, Ph.D., C. Psych. – President, HRSG

Dr. Simpson is a registered Industrial/Organizational Psychologist (Province of Ontario) and the President of Human Resource Systems Group (HRSG), a firm she founded in 1989 to offer strategic human resource management research, consulting and training services to both public and private sector organizations.

Her focus throughout her thirty year career has been on developing and implementing HR management systems that support reliable, valid and fair employment decisions and that encourage respectful, welcoming and productive work environments. She has managed and supported many organizations in defining competency frameworks and requirements for all roles and levels within the organization, and in developing and implementing competency-based human resource management programs, processes and assessment systems.

Suzanne is highly sought after as a speaker for conferences and has delivered courses at Carleton University as part of Canada's accreditation program for HR Professionals. She has delivered HRSG’s Competency Programs on numerous occasions internationally in: the United Arab Emirates, Saudi Arabia, Oman, Taiwan, Egypt as well as Canada.

Lorraine McKay, M.A., CHRP, C. Psych. – Vice President, HRSG

Lorraine has over 20 years experience as a human resources practitioner in a wide variety of practice areas, and is particularly well known for her expertise and extensive experience in developing competency-based human resource management programs and tools, such as self-assessment and multi-rater feedback systems, competency-based interviewing, competency-based human resource planning and development, and job evaluation systems.

Much of Lorraine’s work involves the design, facilitation and delivery of training courses and programs to managers and HR professionals. She delivers extensive briefing to conferences and in the context of workshops and facilitated discussion sessions. Lorraine regularly teaches two courses as part of the Certified Human Resources Professional (CHRP) designation offered through Algonquin College and Carleton University, these being Personnel Selection and Human Resource Planning. She has delivered HRSG's Competency Programs on numerous occasions internationally in: Egypt, Jordan, South Africa, Tanzania as well as Canada.