

People Success in Practice

# Competencies from Idea to Reality

LAS in conversation with HRSG

# Competency definition

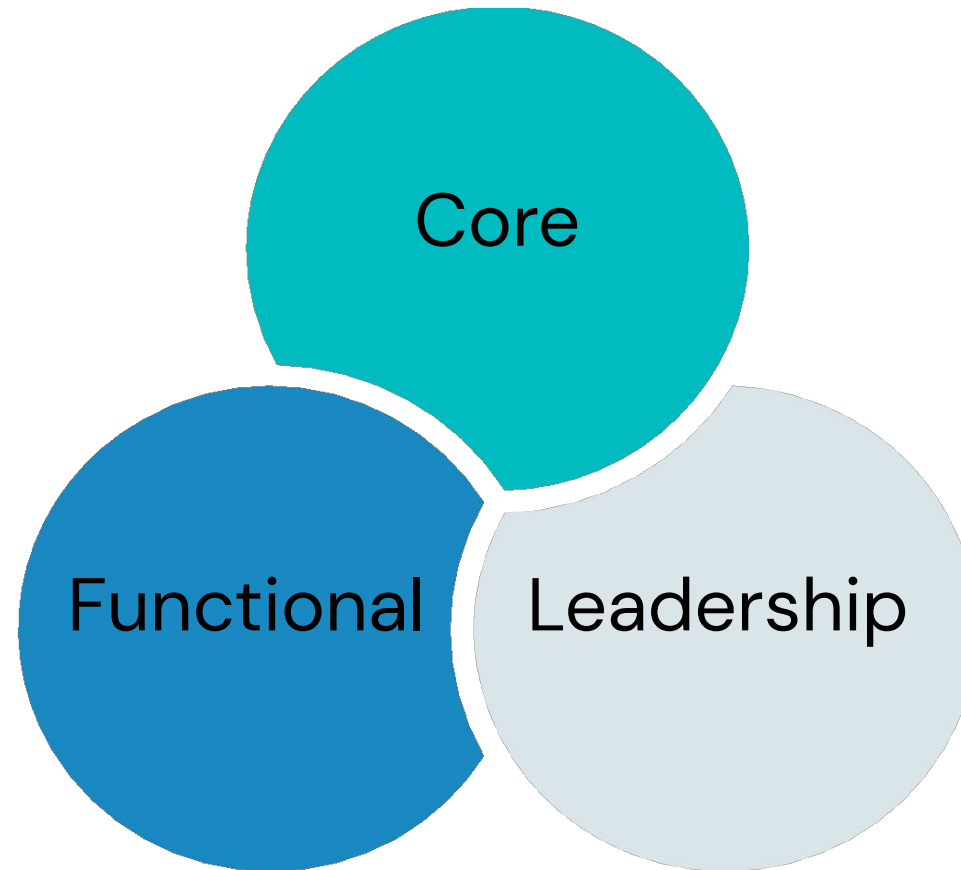
Competencies: the “how”

Behaviors and Skills

Goals: the “what”

Objectives and Key  
Results

# 3 Types of Competencies



# Competency Structure

- 1 Competency description
- 2 Proficiency levels
- 3 Notions (summaries of proficiency levels)
- 4 Behavioral indicators (examples of behaviors)

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## ← Financial Risk Management

Applying an understanding of standard risk assessment and mitigation techniques to identify, control, and minimize the impact of financial risks and business uncertainties.

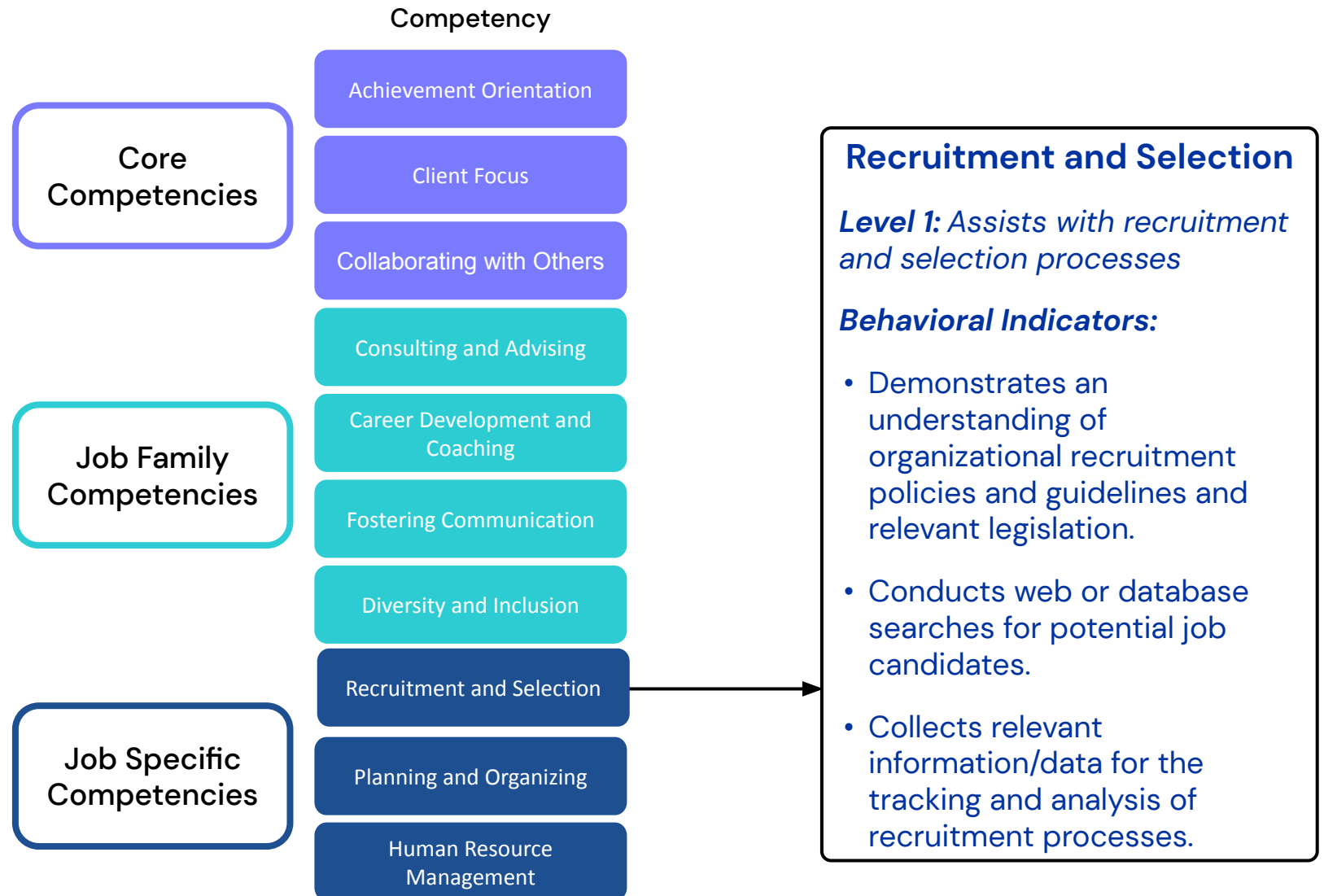
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Level 1	Level 2	Level 3	Level 4	Level 5
<b>Demonstrates introductory understanding, directing people to the appropriate source for further information.</b>	<b>Applies the competency in common situations that present limited difficulties, working with a moderate level of guidance.</b>	<b>Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.</b>	<b>Applies the competency in new or complex situations and advises others.</b>	<b>Develops new approaches and methods in the area. Is recognized as an expert within the organization.</b>
Explains the applicable financial risk management policies.	Communicates potential issues/risks within own unit/work area.	Identifies financial risk-assessment models and strategies.	Plans financial risk management strategies, techniques, models and tools throughout the organization.	Sets financial risk management strategy across the organization.
Describes, in general terms, the impact of changes in risk factors (e.g., interest rates, foreign exchange, etc.) on an organization.	Tracks hedge programs with applicable forecasts.	Executes financial risk mitigation strategy, making process improvements.	Devises systems and processes to monitor validity of financial risk modeling outputs.	Coaches others on risk management concepts, techniques, models and tools.
Identifies basic risk mitigation strategies such as hedging.	Communicates, on a timely basis, obvious potential breakdowns of risk mitigation programs.	Produces reports or presentations that outline and explain financial risk management results.	Conducts assessments of financial risk management strategies and processes.	Develops policies and procedures around interest rates, commodities and foreign exchange across the organization globally.

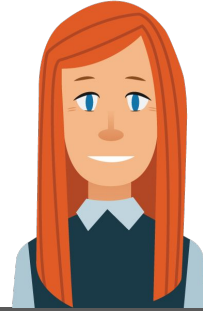
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# Example Role Profile

## Recruitment Assistant Role Profile (L1)



# Example Competency Profiles



	VP of Human Resources	Human Resources Business Partner
Core	<ul style="list-style-type: none"> <li>Achievement Orientation</li> <li>Client Focus</li> <li>Collaborating with Others</li> </ul>	<ul style="list-style-type: none"> <li>Achievement Orientation</li> <li>Client Focus</li> <li>Collaborating with Others</li> </ul>
Job Family	<ul style="list-style-type: none"> <li>Consulting &amp; Advising</li> <li>Fostering Communication</li> <li>Planning &amp; Organizing</li> </ul>	<ul style="list-style-type: none"> <li>Consulting &amp; Advising</li> <li>Fostering Communication</li> <li>Planning &amp; Organizing</li> </ul>
Job Specific	<ul style="list-style-type: none"> <li>Employee Engagement &amp; Retention Management</li> <li>Human Resources Management</li> </ul>	<ul style="list-style-type: none"> <li>Employee Engagement &amp; Retention Management</li> <li>Human Resources Management</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>Fostering Learning &amp; Development</li> <li>Inspiring Others</li> <li>Thinking Strategically</li> </ul>	<ul style="list-style-type: none"> <li>Partnering</li> <li>Talent Management</li> <li>Workforce Planning</li> </ul>

# Job Descriptions vs. Competencies

## Job Description

*What is the role about?  
What are the responsibilities  
What are the qualifications?*



What do I need to do?

## Competencies

*What behaviors are  
important to success, and at  
what level of proficiency?*



How do I perform  
successfully?

# JDs vs. Competencies: another take

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# Start with the outcomes in mind

What are we  
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And how do we  
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