

The Avilar Competency Model

The Foundation to Successful Workforce Management Initiatives

Avilar competency consultants based the Avilar Competency Model on decades of work with organizations of all types and sizes. The model contains over 200 skills clustered in more than 40 skill groups.

Avilar consultants have implemented competency management initiatives in organizations of all sizes and industries for decades, from 50 to over 100,000 employees in the private, non-profit and government sectors. Avilar's approach is based on two guiding principles. Every concept and tool we use is:

- ▶ *Grounded in best practices of talent management*
- ▶ *Practical enough for contemporary organizations with limited resources to implement quickly and achieve meaningful results*

"The key to achieving business growth and success is having a workforce with the capacity to continually learn, update their skills, and hone their knowledge in today's rapidly changing environment."

ASTD Public Policy Council in "Bridging the Skills Gap"

Fall 2006

Realize Your Workforce Potential.

>> **Smart. Strategic. Proactive.**



About the Model

The Avilar Competency Model can be used as is or customized to the specific needs of your organization. Based on best practice research, the model contains three parts.

Professional Skills

The professional skill set includes the knowledge, skills, abilities and other characteristics that employees at all levels need to be successful regardless of technical or job related expertise. This set includes emotional intelligence skills such as self-awareness, self management and relationship management which have repeatedly shown significant impact on job success.

Leadership Skills

The leadership skill set includes the knowledge, abilities and other characteristics needed by managers and leaders at all levels of the organization. Performance management, project management, team leadership and application of business acumen are examples of these skills.

Occupational Skills

Several occupational skill sets include job specific knowledge, abilities and skills needed in such fields as human resource management, learning and development, finance, customer service, manufacturing, sales and marketing.

Competency Model Consulting

Avilar's team of competency management consultants are ready to assist your organization in the development of your unique competency model or the customization, validation and integration of the **Avilar Competency Model** or other models.

Avilar's team will guide you through all stages of your competency management project. Examples of consulting work include:

- Development of skills dictionaries and profiles
- Customization of the Avilar Competency Model to fit specific cultural, language and skill sets of your organization
- External research and benchmarking
- Internal surveys, focus groups, interviews and job task analysis
- Model validation
- Integration of existing models into a single model

Please speak to an Avilar representative to find out more on how Avilar consultants can work to the specific needs of your organization.



Competency Models Workshops

If you or your team are in need of a more thorough understanding of competency management and competency models, Avilar workshops may be a good place to start. The *Competency Models that WORK Workshops* are designed to help you develop a cost-effective competency model that will be the foundation for your success. The complex process will be broken into a practical set of specific actions you can take to make this process work for you. You'll come away with an action plan customized for your organization that will help you drive results. You may attend a scheduled workshop or schedule one exclusively for members of your organization.

At the workshop you will learn how to:

- Align your competency model with your organization's strategic plan
- Develop and manage a comprehensive project plan
- Use interviewing, focus groups and other techniques to gather and refine competency definitions
- Research external sources of competency content
- Develop a structure that will accommodate your current needs—and expand as you grow
- Test and validate your model to ensure it fits with your goals

Competency Model Applications

Competency management is the foundation for nearly all workforce development initiatives. Defining competency models for your organization, assessing skill levels and then analyzing gaps provides the essential information for strategic planning for training, staffing, performance management, and succession planning. With a solid competency model to define and integrate all workforce planning and management, an organization can tackle numerous initiatives such as:

- Succession Planning
- Targeted Training
- Total Quality Management
- Certifications
- M&A Preparation
- Staffing
- Career Development
- Project Team Building
- Performance Management
- Reorganization

System Compatibility

The Avilar Competency Model is available to use manually or can be integrated into an automated competency management system. For more information on system compatibility please contact an Avilar representative.

Contact Avilar

To speak with an Avilar representative for more details please contact us.

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Avilar Competency Model Sample

Set: Professional Skills

Competency	Work Management
Task	Sets Work Goals and Objectives
Definition	Sets specific, measurable, aligned, realistic work goals. Accurately scopes out length and difficulty of tasks and projects. Determines priorities in a meaningful and practical way. Uses goals to guide actions. Anticipates and adjusts for problems and roadblocks. Establishes checkpoints to evaluate progress towards goals.
Task	Self Development
Definition	Has an accurate assessment of skills gaps for current and future role and identifies opportunities for development. Takes an active approach to creating and implementing an Individual Development Plan. Stays informed of current industry trends. Learns quickly and applies new concepts on the job.

For a more complete competency model sample, please visit www.avilar.com