Accelerate competency-based management in your organization with competency dictionaries

Build a customized, industry-leading competency framework for your entire organization—at a fraction of the time and expense. HRSG’s competency dictionaries give you instant access to the most advanced and comprehensive competencies available on the market.

Competency-based talent management is now the benchmark for Fortune 500 companies, government agencies, and nonprofit organizations, but developing organization-wide competencies can be a costly and time-consuming process.

Competency dictionaries move your competency initiative forward faster. With 550+ general and technical competencies and 750+ competency-based job profiles for a wide range of industries, our dictionaries help you fast-track implementation, see results sooner, and increase your ROI.

HRSG competency dictionaries combine ease of use with unparalleled quality. Each dictionary is:

- **Multi-level.** Each competency is based on a multi-level competency framework, providing a level of detail unmatched in the market.

- **Comprehensive.** Multi-level competencies can be used to align and improve the entire talent life cycle, including talent acquisition, evaluation, and development.

- **Customizable.** Competencies can be easily customized to fit your organization’s unique goals and talent requirements.

- **Professionally developed.** Each library is developed and maintained by industrial organizational psychologists in accordance with industry best practices.

- **Industry verified.** Industry-specific competencies have been developed with input from subject-matter experts and active industry representatives.

Fast-track the adoption of competency-based talent management across your organization and access the competencies companies such as Intel, Franklin Templeton Investments, and Samsung America use to drive HR success.

For a closer look at HRSG’s competency dictionaries, please call 1-866-574-7041.
Gain instant access to 20+ years of HR best practices
HRSG’s competency dictionaries are the result of more than two decades of research and hundreds of successful, real-world competency-based initiatives. Each competency is rigorously designed, tested, and validated by industrial organizational psychologists and industry subject-matter experts to ensure they reflect HR best practices and the needs of today’s businesses.

A competitive edge for your company
A competency-based approach delivers a range of benefits to every type and size of organization, including for-profit, nonprofits, and government bodies. Competencies deliver exceptional value to:

- Companies with a dispersed workforce (multiple locations or global operations)
- Companies that want to align HR with broader strategic goals
- Companies operating in industries requiring specialized technical competencies
- Companies that want to ensure the legal defensibility of their talent-management practices
- Companies that need to customize competencies to fit their unique organizational culture.

An integrated suite of tools
Get even more value from your competency dictionary with these complementary products and services:

- CompetencyCore software: Automate your competency-based talent management process.
- Training programs: Build expertise in competency-based talent management.
- Service packages: Jumpstart your initiative with industry-leading competency expertise.

Dictionaries are available for:

- Engineering
- Finance, Accounting and Audit
- Health, Safety and Environment
- Human Resources
- Information Technology
- Insurance
- Leadership
- Marketing
- Sales and Retail
- Supply Chain Management
- Oil and Gas
- Petrochemical
- Police and Security

More than 750 competency-based job profiles and 550+ general and technical competencies are available.

See a complete list of competencies on the next page...

About HRSG
Since 1988, 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, NATO defense departments, professional accreditation bodies, and skills-focused NGOs. For more information, please visit www.hrsg.ca.

Call 1-866-574-7041 for more information.
GENERAL COMPETENCIES

LEADERSHIP (12)
- Decision Making
- Developing Others
- Impact and Influence
- Leading and Managing Change
- Motivating Others
- Organizational Awareness
- Resource Management
- Results Management
- Risk Taking
- Strategic Thinking
- Team Leadership
- Visioning and Alignment

BUSINESS (15)
- Business Perspective
- Enforcement
- Financial and Management Accounting
- Human Resources Management
- Information Management
- Improving Business Processes
- Legislation, Policies, Procedures and Standards
- Managing and Measuring Work
- Negotiating and Mediating
- People Management
- Performance Management
- Political Savvy
- Project Management
- Using Financial Information
- Using Information Technology

THINKING (6)
- Achievement Orientation
- Analytical Thinking
- Creativity and Innovation
- Critical Judgment
- Planning and Organizing
- Problem Solving

INTERPERSONAL (13)
- Conflict Management
- Environment and Sustainable Development
- Facilitation
- Fostering Learning
- Information Gathering and Processing
- Interactive Communication
- Partnering
- Presentation
- Relationship Building
- Report Writing
- Research
- Teamwork
- Writing Skills

PERSONAL (17)
- Adaptability
- Attention to Detail
- Client Focus
- Concern for Safety
- Continuous Learning
- Initiative
- Proactivity & Self-Motivation
- Quality Focus
- Resilience
- Self-confidence
- Stress Management
- Self-Management
- Social Responsibility
- Time Management/Priority Setting
- Valuing Cultural Diversity
- Wellness
- Work Ethics and Values
TECHNICAL COMPETENCIES

FINANCE, ACCOUNTING & AUDIT (72)

GENERAL FINANCE, ACCOUNTING & AUDIT (15)
Accounting and Reporting
Auditing
Contract Management
Corporate Governance
Financial Budgeting, Planning and Reporting
Financial Policy Development, Interpretation and Application
Financial Systems, Processes and Technology
Fixed Asset Accounting
Fraud Detection and Control
Global Business Perspective - Business Acumen
Insurance Business Knowledge
Processing and Recording Financial Transactions
Procurement Management
Valuation Technique
Vendor Management

AUDIT (5)
Corporate Governance - Audit
Internal Controls Assessment
Internal Audit Financial Risk Management
Fraud Detection and Control
IT Audit

BANKING (17)
Account Closure
Bank Operations
Payments
Loan Management
Banking Services Management
Mortgage Banking
Banking Systems
Macro Models
Public Finance and Debt Management
Market Operations and Foreign Exchange
Reserves Management
Payment Systems – Oversight
Payment Systems – Operations
Financial Stability
Banking Supervision
Banking Legislation
Currency Management

CONTROLLER (4)
Accounting Principles
External Reporting - SEC & Governmental
Global Consolidation & Close
Compliance Management

FINANCIAL PLANNING AND ANALYSIS (14)
Business Plan Preparation and Evaluation
Enterprise Planning and Profit Maximization
Business Partnering
Forecasting and Reporting
Business Performance Analysis
Financial Risk Management
Financial Systems, Processes, Tools and Technology
Planning and Budgeting
Market, Industry and Competitor Knowledge / Understanding
Functional Process Improvement
Market Research and Business Performance Analysis
Reporting
Revenue and Profitability Management
Strategic Business Development

INVESTOR RELATIONS (4)
Investor Relations
Corporate Information Disclosure
Financial Analysis
Optimizing Shareholder Value

TREASURY (8)
Cash Management
Financial Risk Management
Corporate Finance
Credit Management
Debt Management
Financial Policy Development, Interpretation and Application
Cost Management / Internal Controls Assessment
Cost Accounting
Treasury Operations – Risk Management
Treasury Operations – Accounting and Settlement
**TAX (7)**
- Tax Policy and Planning
- Tax Systems and Technology
- Tax Return Compliance
- Tax Management
- Tax Accounting and Reporting
- Mergers and Acquisition Support
- Tax Audits

**MERGERS AND ACQUISITIONS (5)**
- Capital Markets
- Mergers and Acquisitions Contract Review
- Valuation Technique
- Mergers and Acquisitions
- Mergers and Acquisitions Negotiation

**PROJECT FINANCE (4)**
- Business Plan Preparation and Evaluation
- Corporate Finance
- Project Finance, Risk and Cash Management
- Project and Operations Insurance

**ENGINEERING (19)**
- Quality Control and Troubleshooting
- Building & Construction Design
- Calibration / Mathematics
- Chemistry
- Civil Engineering
- Electrical/Electronics Engineering
- Electrical Equipment Operation
- Electrical Systems Maintenance and Repair
- Engineering Inspection
- Engineering Operations
- Facilities Engineering
- High Voltage Systems Engineering
- Material Resources
- Mechanical Engineering
- Mechanical Maintenance
- Mechanical Systems
- Technical Drafting
- Working with Tools and Technology
- Surveying

**HUMAN RESOURCES (15)**
- Employee Relations
- Change Management
- Compensation and Benefits Administration
- Learning and Development
- Occupational Health and Safety
- Recruitment and Selection
- Strategic Planning
- Competency Management
- Policy Design and Development
- Organization Analysis and Design
- Job Analysis
- Interviewing Skills
- Employee Retention
- Career Counseling
- Workforce Planning

**INFORMATION TECHNOLOGY (19)**
- Application Development/Support and Maintenance
- Infrastructure/Platforms
- Architecture
- IT Procurement and Asset Management
- IT Project Management
- Business Analysis
- Database Design and Management
- Security/Information and Application Protection
- Service Management Processes
- Telecommunications (Data and Voice) Network Testing
- IT Support Troubleshooting
- Production Management Knowledge in IT
- Design Engineering
- IT Supply Chain Management Knowledge
- Quality Control and Assurance for IT
- Manufacturing Engineering
- Research and Development Knowledge (design to production)
- Technical Marketing Knowledge (IT Products)
- Product/IP Management in IT
MARKETING (12)
Channel Management
Measurement & Control
Market Research & Analysis
Pricing
Positioning & Branding
Marketing Communications
Marketing Strategy and Planning
Product Development
Corporate Advertising
Event Management
Media Relations
Public Relations

SALES AND RETAIL (9)
Competitive Knowledge
Industry Knowledge
Territory Management
Product Knowledge
Sales Process
Product and Service Advice and Support
Client Relationship Management
Merchandising/Retailing
Store Operations

SUPPLY CHAIN MANAGEMENT (28)

MATERIAL MANAGEMENT/PROCUREMENT (4)
Acquisition
Assessment and Planning of Requirements
Disposal
Operations, Use, Maintenance and Management

COMPETITIVE BIDDING (4)
Contract Preparation
Evaluation
Negotiation
Tendering

OPERATIONS/LOGISTICS MANAGEMENT (6)
Contractor Resource Management
Disposal
Inventory/Supply Management
Logistics and Transportation Management
Operations/Logistics Strategy Development
Warehouse/Stores Management

POLICIES/LEGISLATIVE/INTERNATIONAL ELEMENTS (3)
Intellectual Property Management
International Business and Multicultural Skills
Legislative Framework Alignment

PROCUREMENT STRATEGY DEVELOPMENT (3)
Sourcing Strategy Development
Strategic Assessment and Planning of Requirements
Supplier Strategy Development

SUPPLIER RELATIONSHIP MANAGEMENT (3)
Contract Administration and Management
Management of Working Relationships with Suppliers
Performance Assessment

SUPPLY CHAIN MANAGEMENT (5)
Acquisition
Assessment and Planning of Acquisition Requirements
Global Sourcing
Risk Management
Supply Chain Management for the Public Sector

LEGAL (14)
Client Communications
Employment and Industrial Relations
Contract Drafting
Corporate Secretarial Administration
Gathering Information
Information/Records Management Knowledge
Knowledge of the Law
Legal Advice
Technical Editing & Revision of Legal Docs.
Legal Ethics and Professionalism
Legislation and Compliance
Litigation Management
Legal Analytical Ability
General & Legal Translation, Revision & Writing

PROJECT MANAGEMENT (4)
Project Planning
Resource Management
Project Risk Management
Communications Management
HEALTH, SAFETY AND ENVIRONMENT (11)
Commitment to Health and Safety
Emergency/Crisis Management
Environmental Assessment
Environmental Procedures Design
Hazardous Substance Management
Health Safety and Environment Awareness and Communication
Health Safety and Environment Standards
Enforcement
Industrial Hygiene Practice
Occupational Health and Safety Management
Safety Engineering (Concern for Safety)
Waste and Emissions Management

INSURANCE COMPETENCIES (20)
GENERAL INSURANCE COMPETENCIES (7)
Assessing and Transferring Risk
General Claims Knowledge
Insurance Product Knowledge
Legal
Principles and Practice
Understanding of Risk and Compliance
Understanding of Underwriting and Risk

BROKER/AGENT COMPETENCIES (4)
Broker/Agent’s Role and Responsibilities
Claims Handling
Negotiation and Placement of Risk
Broker/Agent Operations

CLAIMS COMPETENCIES (3)
Claims Settlement
Claims Investigation
Claims Management

UNDERWRITING COMPETENCIES (6)
Actuarial
Assessment of Quantum
Pricing the Risk
Underwriting Risk Management
Underwriting
Underwriting Process

For more information or to obtain a list of our Oil and Gas, Petrochemical or Policing competencies please contact a customer service representative at info@hrsg.ca or 1-866-574-7041 (ext. 600).