



Competency Dictionary

Build a customized, industry-leading competency framework for your entire organization—at a fraction of the time and expense—with HRSG's leading competency dictionaries.

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.

With 550+ general and technical competencies for a wide range of industries, our dictionaries help you fast-track implementation, see results sooner, and increase your ROI.

HRSG competency libraries combine ease of use with unparalleled quality. Each library 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 dictionary 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.

A competency-based approach is:

- Based on observable and measurable behaviors
- Easy to implement and use
- Legally defensible
- Linked to business strategy
- Used by 65% of Fortune 500 companies



Gain instant access to 25+ 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.

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.		

For the best results, start with the best competencies.

Every successful competency initiative begins with the right competencies. HRSG competency content is recognized worldwide for its unparalleled detail, accuracy, and usability.

A competitive edge for your company

A competency-based approach delivers a range of benefits to every type and size of organization. Competencies deliver exceptional value to:

- Companies with a **dispersed workforce**
- 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

Apply competencies to your organization quickly and effectively with these complementary products and services from HRSG:

- **CompetencyCore software:** Automate and streamline key competency-based talent management processes such as job-profile development, interviews, assessments, development, and performance management.
- **Service packages:** Jumpstart your initiative with an affordable quickstart package that includes a best-practice guidebook and guidance from a competency specialist.



Get competencies working for you

We make it easy for you to use HRSG's world-leading competencies in your HR practice. Select from the **Foundation, Corporate or Industry** packages to get the competencies and profiles you need to meet your organizational objectives.

FOUNDATION COMPETENCIES

Foundational set of **46 general and leadership competencies** that describe the observable behaviors required for every type of job—administrative, managerial, leadership, and technical or specialized.

Ideally suited for organizations who want to focus on employees' "soft skills".

CORPORATE COMPETENCIES AND PROFILES

Get access to an additional **120 competencies and 340 profiles** that help you identify the specific knowledge and skills required for jobs in key corporate functions, such as **finance, business operations, human resources, information technology, marketing and sales**.

INDUSTRY COMPETENCIES

Add-on specialized **technical competency libraries** for target industries or verticals., such as **banking, engineering, finance, health & safety, insurance, legal, oil & gas, policing and supply chain management**.

For a closer look at HRSG's competency dictionaries, or to learn more about our range of product and services, please call **1-866-574-7041 ext. 600** or email **info@hrsg.ca**



Foundation Competencies

General and leadership competencies that describe the observable behaviors required for every type of job—administrative, managerial, leadership, and technical or specialized.

The competencies cover the range of themes that HRSG recommends including in a competency-based job profile, such as interpersonal, operational, personal and thinking skills.

General

- Achievement Orientation
- Adaptability
- Analytical Thinking
- Attention to Detail
- Bridging Cultures
- Business Perspective
- Client Focus
- Continuous Learning
- Corporate Social Responsibility
- Creativity and Innovation
- Critical Judgment
- Decision Making
- Facilitation
- Fostering Communication
- Impact and Influence
- Improving Business Processes
- Information Gathering and Processing
- Initiative
- Managing Conflicts
- Managing People
- Managing Resources
- Negotiating
- Networking
- Organizational Savvy
- Partnering
- Planning and Organizing
- Problem Solving
- Project Management
- Quality Focus
- Resilience
- Risk Taking
- Self-Awareness
- Team Leadership
- Teamwork
- Thinking Strategically
- Using Financials
- Using Information Technology
- Visioning and Alignment

Transformational Leadership

- Exemplifying Integrity
- Ensuring Accountability
- Inspiring Others
- Leading Change
- Nurturing Innovation
- Fostering Learning and Development
- Acting with Empathy and Compassion
- Embracing Diversity

Corporate Competencies and Profiles

The competencies and profiles selected for the Corporate package cover the range of themes that HRSG recommends to align with common corporate functions.

Competencies

Accounting and Finance Competencies

- Accounting and Financial Systems, Processes and Technology
- Accounting and Reporting
- Auditing
- Capital Asset Accounting
- Capital Markets
- Cash Management
- Compensation and Benefits Administration
- Contract Review and Recommendations
- Corporate Finance
- Cost Accounting
- Cost Management/Internal Controls Assessment
- Credit Management
- Debt Management
- External Reporting - Securities Commissions & Governmental
- Financial Budgeting, Planning and Reporting
- Financial Policy Development, Interpretation and Application
- Financial Risk Management
- Fraud Detection and Control
- Organizational Performance Analysis
- Payroll Processing
- Processing and Recording Financial Transactions
- Project Finance, Risk and Cash Management
- Reconciliation and Analysis

Business Operations Competencies

- Asset Management
- Concern for Safety
- Global Business Perspective - Business Acumen
- Global Sourcing
- Information Management
- Inventory/Supply Management
- Logistics and Transportation Management
- Managing Project Communications
- Managing Project Execution
- Negotiation
- Procurement Management
- Project Planning
- Project Risk & Change Management
- Requirements Analysis
- Sourcing
- Strategic Planning of Sourcing Requirements
- Supplier Relationship Management
- Vendor Management
- Warehouse/Stores Management

Human Resources Competencies

- Business Needs Analysis
- Career Development and Coaching
- Change Management
- Compensation and Benefits Administration
- Competency Management
- Consulting and Advising
- Diversity and Inclusion
- Employee Engagement and Retention Management
- Employee Relations
- Employment Legislation, Policies, and Procedures
- Human Resources Management
- Learning and Development
- Learning Delivery
- Learning Solutions Development
- Occupational Health and Safety
- Organizational Analysis and Design
- Performance Management
- Policy and Standards Design and Development
- Recruitment and Selection
- Strategic Human Resource Planning
- Talent Management
- Workforce Planning

Information Technology and Software Engineering Competencies

- Application Development, Support and Maintenance
- Architecture
- Business Analysis
- Database Design and Management
- Infrastructure/Platforms
- IT procurement and Asset Management
- IT Project Management
- IT Support Troubleshooting
- Processes, Methodologies, and Tools
- Quality Management and Assurance
- Security/Information and Application Protection
- Service Management Processes
- Systems Design
- Systems Integration and Porting
- Telecommunications (Data and Voice) Network

Marketing Competencies

- Advertising and Sales Promotion
- Branding and Positioning
- Content Marketing
- Customer Experience Management
- Customer Relationship Management
- Digital Marketing
- Event Management
- Integrated Marketing Communications
- Market Research & Consumer Behaviour
- Marketing Metrics
- Marketing Planning & Analysis
- Marketing Strategy
- Media and Public Relations
- Multi-channel Marketing
- Pricing Concepts & Methods
- Product Development

Sales Competencies

- Account Management
- Branding and Positioning
- Business Partnering
- Consultative Selling Process
- Customer Value Management
- Industry Knowledge
- Merchandising/Retailing
- Product and Technical Knowledge
- Revenue and Profitability Management
- Store Operations
- Strategic Sales Planning
- Time and Territory Management

Profiles

Accounting and Finance Profiles

- Account Clerk
- Account Receivable Clerk
- Accountant
- Accounting Assistant
- Accounting Associate
- Accounting Clerk
- Accounting Manager
- Accounting Officer
- Accounting Supervisor
- Accounting Technician
- Accounts Payable Specialist
- Accounts Payable Supervisor
- Accounts Payables Clerk
- Accounts Receivable Clerk
- Accounts Receivable Manager
- Accounts Receivable Specialist
- Assurance Manager
- Assurance Senior
- Audit Manager
- Audit Partner
- Auditor
- Auditor-in-Charge
- Biller
- Billing Clerk
- Billing Coordinator
- Billing Specialist
- Bookkeeper
- Budget Analyst
- Budget and Policy Analyst
- Budget Coordinator
- Budget Officer
- Chief Financial Officer (CFO)
- Collections Manager
- Collector
- Comptroller
- Controller
- Cost Accountant
- Credit Clerk
- Debt Collector
- Deputy for Audit
- Finance Director
- Finance Manager
- Finance Vice President
- Financial Auditor
- Financial Business Analyst
- Financial Reporting Accountant
- General Accountant
- Internal Audit Director
- Internal Auditor
- Payroll Administrator
- Payroll and Benefits Specialist
- Payroll Assistant
- Payroll Clerk
- Payroll Coordinator
- Payroll Representative
- Payroll Specialist
- Payroll Technician
- Personnel Assistant
- Staff Accountant
- Staff Analyst
- Telephone Collector
- Treasurer

Business Operations Profiles

- Administrative Aide
- Administrative Assistant
- Administrative Associate
- Administrative Coordinator
- Administrative Manager
- Administrative Officer
- Administrative Secretary
- Administrative Specialist
- Administrative Supervisor
- Administrative Technician
- Administrator
- Business Administrator
- Business Manager
- Buyer
- Chief Operating Officer (COO)
- Clerk Typist
- Department Secretary
- Director of Operations
- Executive Administrative Assistant
- Executive Assistant
- Executive Secretary
- Facilities Manager
- General Manager (GM)
- Office Assistant
- Office Clerk
- Office Coordinator
- Office Manager
- Office Supervisor
- Operations Director
- Operations Manager
- Operations Vice President
- Plant Manager
- Plant Superintendent
- Procurement Assistant
- Procurement Officer
- Procurement Specialist
- Procurement Technician
- Production Manager
- Purchasing Assistant
- Purchasing Associate
- Purchasing Clerk
- Purchasing Specialist
- Receptionist
- Secretary
- Staff Assistant
- Staff Services Manager
- Warehouse Clerk

Human Resources Profiles

- Assessment Services Manager
- Benefits Analyst
- Benefits Coordinator
- Benefits Manager
- Chief Diversity Officer (CDO)
- Compensation & Benefits Assistant
- Compensation & Benefits Office Manager
- Compensation Analyst
- Compensation and Benefits Manager
- Compensation Director
- Compensation Manager
- Computer Training Specialist
- Consulting Psychologist
- Corporate Recruiter
- Corporate Trainer
- Development Manager
- Director of Human Resources
- E-Learning Developer
- Employee Relations Manager
- Employment Coordinator
- Field Operations Coordinator
- Grievance Manager
- HR Administrative Assistant
- Human Resources Business Partner
- Human Resources Manager
- Industrial Psychologist
- Intermediate Benefits Analyst
- Intermediate Compensation Analyst
- Intermediate Job Analyst
- Job Analyst
- Job Training Specialist
- Labor Relations Director
- Labor Relations Specialist
- Labour Relations Assistant
- Labour Relations Business Agent
- Labour Relations Business Representative
- Learning and Development Manager
- Management Consultant
- Management Development Specialist
- Organizational Consultant
- Organizational Development Consultant
- Recruitment & Selection Assistant
- Recruitment & Selection Officer
- Recruitment & Selection Specialist
- Senior Benefits Analyst
- Senior Compensation & Benefits Assistant
- Senior Compensation Analyst
- Senior HR Administrative Assistant
- Senior Industrial/Organizational Psychologist
- Senior Instructor
- Senior Job Analyst
- Senior Labour Relations Assistant
- Senior Recruitment & Selection Assistant
- Senior Recruitment Specialist
- Senior Training & Development Assistant
- Supervisory Training Specialist
- Technical Trainer Specialist
- Trainer
- Training & Development Assistant
- Training and Development Coordinator
- Training Designer
- Training Director
- Training Manager
- Vice President of Human Resources

Information Technology and Software Engineering Profiles

- Application Integration Engineer
- Applications Analyst
- Applications Architect
- Applications Developer
- Chief Information Officer (CIO)
- Computer Scientist
- Computer Security Specialist
- Computer Support Specialist
- Computer Systems Analyst
- Computer Technician
- Control System Computer Scientist
- Data Processing Manager
- Database Administration Manager
- Database Administrator (DBA)
- Database Analyst
- Database Programmer
- Director of Application Development, Support and Maintenance
- Electronic Data Processing Auditor (EDP Auditor)
- Help Desk Analyst
- Information Security Manager
- Information Security Officer
- Information Systems Director (IS Director)
- Information Systems Manager (IS Manager)
- Information Systems Supervisor (IS Supervisor)
- Information Technology Director (IT Director)
- Information Technology Manager (IT Manager)
- Infrastructure Engineer
- IT Business Analyst
- IT Business Systems Analyst
- IT Program Manager
- IT Project Manager
- Lead IT Project Manager
- Local Area Network Administrator (LAN Administrator)
- Network Analyst
- Network Engineer
- Network Manager
- Network Specialist
- Network Support Specialist
- Network Systems Engineer
- Network Technician
- Programmer
- Programmer Analyst
- Quality Assurance Analyst (QA Analyst)
- Quality Assurance Director (QA Director)
- Scientific Programmer Analyst
- Security Administrator
- Security Analyst
- Senior IT Project Manager
- Senior Software Engineer
- Software Architect
- Software Developer
- Software Engineer
- Software Quality Assurance Engineer (SQA Engineer)
- Software Systems Engineer
- Software Test Engineer
- System Programmer
- Systems Engineer
- Systems Security Analyst
- Telecommunications Analyst
- Telecommunications Engineer
- Web Designer
- Web Developer
- Web Programmer
- Webmaster

Marketing Profiles

- Account Director
- Account Executive
- Account Manager
- Advertising Associate
- Advertising Coordinator
- Advertising Copy Writer
- Advertising Director
- Advertising Manager
- Brand Manager
- Business Development Director
- Business Development Manager
- Business Development Specialist
- Client Service and Consulting Manager
- Client Services Vice President
- Communications Specialist
- Community Relations Director
- Corporate Communications Specialist
- Creative Director
- Desktop Publisher
- Digital Marketing Consultant
- Digital Marketing Manager
- Digital Marketing Specialist
- Director of Audience Generation, Search, & Analytics
- Director of Client Services
- Director of Digital Marketing
- Director of Public Relations
- Director of Search Engine Optimization (Director of SEO)
- Director, Search Marketing Strategies
- Graphic Artist
- Graphic Designer
- Group Media Director
- Illustrator
- Market Analyst
- Market Development Executive
- Market Research Analyst
- Market Research Consultant
- Market Research Manager
- Marketing and Promotions Manager
- Marketing Coordinator
- Marketing Director
- Marketing Manager
- Media Buying Director
- Media Planner
- Media Relations Specialist
- Product Manager
- Production Director
- Promotions Director
- Public Affairs Specialist
- Public Information Officer
- Public Information Specialist
- Public Relations Coordinator
- Public Relations Manager (PR Manager)
- Public Relations Specialist (PR Specialist)
- Senior Search Engine Optimization Associate (Senior SEO Associate)
- Senior Search Engine Optimization Specialist (Senior SEO Specialist)
- Social Media Director
- Vice President of Marketing
- Web Content Writer

Sales Profiles

- Account Development Manager
- Area Sales Manager
- Branch Manager
- Cashier
- Central Aisle Cashier
- Channel Sales Director
- Checker
- Customer Assistant
- Customer Engagement Manager
- Customer Service Representative (CSR)
- Demonstrator
- Director of Sales
- Distribution Sales Manager
- District Sales Manager
- Event Specialist
- Field Merchandiser
- General Manager
- Inside Sales Manager
- Inside Sales Representative
- Marketing Representative
- Merchandiser
- Outside Sales Consultant
- Outside Sales Manager
- Outside Sales Representative
- Product Ambassador
- Product Sales Engineer
- Regional Sales Manager
- Sales and Marketing Vice President
- Sales Associate
- Sales Consultant
- Sales Engineer
- Sales Engineer, Account Manager
- Sales Engineer, Engineered Products
- Sales Manager
- Sales Representative
- Sales Supervisor
- Senior Sales Engineer
- Store Manager
- Technical Sales Engineer
- Telemarketer
- Telemarketing Sales Representative
- Telephone Sales Representative (TSR)
- Telesales Representative
- Telesales Specialist
- Vice President of Sales

Industry Competencies

Specialized technical competency dictionaries. These competency packages can be purchased à la carte to address your organization or industry's unique needs and job requirements.

Banking

- Account Closure
- Bank Operations
- Banking Regulations
- Banking Services Management
- Banking Supervision
- Banking System
- Currency Management
- Debt Management
- Economic Research and Report Writing
- Financial Stability
- Foreign Exchange
- Information Security Policy Management
- Loan Management
- Macro Models
- Market Operations
- Mortgage Banking
- National Economy
- Payment Systems – Operations
- Payment Systems – Oversight
- Public Finance
- Reserve Management
- Treasury Operations - Accounting and Settlement
- Treasury Operations - Risk Management

Engineering

- Analysis and Assessment
- Applied Investigation
- Building & Construction Design
- Calibration / Mathematics
- Chemistry
- Civil Engineering
- Electrical Equipment Operation
- Electrical Systems Maintenance and Repair
- Electrical/Electronics Engineering
- Engineering Inspection
- Engineering Operations
- Facilities Engineering
- High Voltage Systems Engineering
- Intellectual Property Management
- Laboratory Information Management System (LIMS) Operation
- Material Resources
- Mechanical Engineering
- Mechanical Maintenance
- Process Development
- Process Engineering
- Product Development
- Quality Control and Troubleshooting
- Report Writing
- Research
- Risk Assessment
- Scientific Knowledge and Expertise
- Surveying
- Technical Drafting
- Technical Research Safety
- Testing and Analysis
- Working with Tools and Technology

Health, Safety & Environment

- 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
- Waste and Emissions Management

Insurance

- Actuarial
- Assessing and Transferring Risk
- Assessment of Quantum
- Broker/Agent Operations
- Broker/Agent's Role and Responsibilities
- Claims Handling
- Claims Investigation
- Claims Management
- Claims Settlement
- General Claims Knowledge
- Insurance Product Knowledge
- Legal
- Negotiation and Placement of Risk
- Pricing the Risk
- Principles and Practice
- Understanding of Risk and Compliance
- Understanding of Underwriting and Risk
- Underwriting
- Underwriting Process
- Underwriting Risk Management

Legal

- Client Communications
- Contract Drafting
- Corporate Secretarial Administration
- Employment and Industrial Relations
- Enforcement
- Gathering Information
- General and Legal Translation, Revision and Writing
- Information/ Records Management Knowledge
- Knowledge of the Law
- Legal Advice
- Legal Analytical Ability
- Legal Ethics and Professionalism
- Legislation and Compliance
- Litigation Management
- Technical Editing and Revision of Legal Documents

Oil and Gas

- [Contact us](#) for the complete Oil and Gas and Petrochemical dictionaries

Policing

- [Contact us](#) for competencies related to general and specialized investigation and support services

Supply Chain Management

- Acquisition
- Contract Administration and Management
- Contract Preparation
- Contractor Resource Management
- Disposal
- Evaluation
- Legislative Framework Alignment
- Operations/Logistics Strategy Development
- Risk Management
- Sourcing Strategy Development
- Supplier Strategy Development
- Supply Chain Management for the Public Sector

[Contact us](#) for custom built competencies and profiles or to learn more about HRSG's competency dictionaries.

NB. The competencies and profiles listed in these packages are subject to change.

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.

