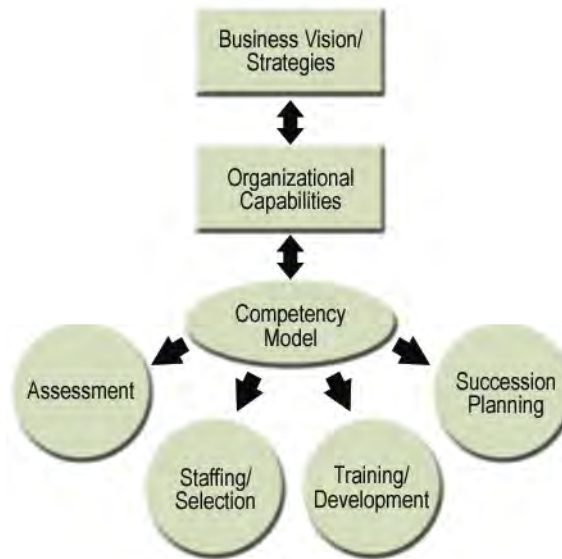


Competency Models for Alignment and Integration



This diagram shows Censeo's competency-based approach to ensure vertical alignment and horizontal integration in human resource systems. The pivotal element is the competency model for the target position. What are the skills and other employee characteristics most important to success? The model must be vertically aligned with the business strategies and the core organizational capabilities important in the competitive market, as well as with individual outcomes desired (for example, high performance and retention).

The competency model also leads to more effective human resource systems, which are horizontally integrated and work well together, rather than at cross purposes. The model becomes the foundation for designing and using the systems. It also helps link the processes together in a logical flow... Assessment → Staffing → Development → Succession Planning... all using a common language. Note that, while not shown in the figure, other HR systems, such as performance management, training needs analysis, compensation, etc., also fit into the schema.