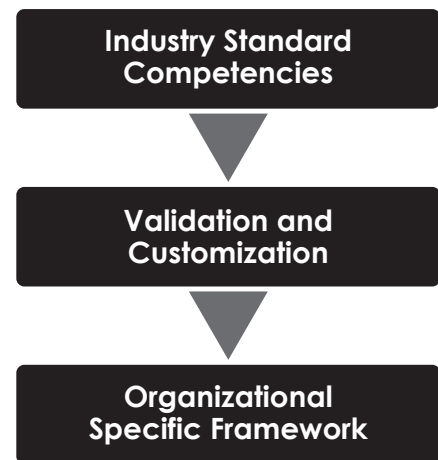# COMPETENCY CONSULTING

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Through the use of a systematic competency identification methodology, Black Box competency specialists work as a part of an integrated team alongside your technical subject matter experts to identify both the critical and non-critical competency elements associated with each job role within your organization.

How it works:

- You give us the industry scope, disciplines and job positions to be structured.

- We engage various Subject Matter Experts within our discipline network to generate the Competency Baseline that reflects the common industry standard within today's business.

- We work with your own Subject Matter Experts as an integrated team to validate the Competency Baseline against your organization's specific operations.

- The baseline is further customized towards your organization with the addition of internal competencies as required.

- The final product reflects both the core requirements of industry practice, as well as the competencies unique to your site.

Industry Standard Competencies

▼

Validation and Customization

▼

Organizational Specific Framework

With our extensive experience in competency development and consulting, we provide our clients with an invaluable asset by establishing the competency baseline at which they should be operating for optimum performance.

From there, core gaps within learner competencies can be immediately identified and addressed, either through internal training initiatives or through other Black Box products and services.

Examples of our Competency Consulting Services

- Competency Profiling & Frameworking
- Competency Sustainability & Governance
- Coaching & Mentoring Programs
- Competency Gap Analyses
- Technical Assessment & Evaluation

- Competency & Skills Assessment
- Candidate Screening & Selection
- Industry Competency Alignment
- Specialized Recruitment Consulting
- ...and other unique services.

Did you know?

We like things organized.

The tasks and processes involved in mapping and implementing a competency development program is no easy task.

Luckily, we'll ensure that only industry certified project managers are involved in each Black Box project to ensure it's run smoothly and against the latest in project mangement standards.

PMI **PMP®**   **apm**   **PRINCE2®**

We've done this before!

This isn't our first rodeo.

With implementation experience from around the globe, we are able to truly identify the most suitable competency methodology or approach to fit your particular organizational dynamic.

Also, with access to a ton of expertise through our industry network, you can be sure that the competencies we map are truly coming from international benchmarks.

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Task-Based Competency Frameworks

These simply identify the general tasks and activities attributed to each organizational job role, neatly broken down into functional or operational processes.

Using these frameworks, your Learners are immediately presented with a broader competency definition of their day-to-day job duties.

WORKFORCE MANAGEMENT

Business Succession Planning	Describe Concept of Succession Planning	Describe Concept of Replacement Planning	Demonstrate Selection of Planning Techniques	Demonstrate Planning Process and Parameters	Demonstrate Initiating Process for Planning	Demonstrate Use of SWOT Analyses
Coaching and Mentoring	Describe Elements of Coaching	Describe Elements of Mentoring	Describe Elements of the GROW Model	Demonstrate Understanding of Realities	Develop Options for Coaching and Mentoring	Structure Coaching and Mentoring Plans
Conflict Resolution	Describe Basic Elements of Conflict and Resolution	Describe Thomas-Kilmann Resolution Techniques	Demonstrate Critical Conflict Resolution Techniques	Demonstrate Neutralization of Emotions	Create Mutual Understanding Relationships	Demonstrate Elements of Individual and Shared Needs
Delivering Constructive Criticism	Identify and Describe Elements of Constructive Criticism	Identify and Describe Appropriate Feedback Requirements	Conduct Preparation and Planning for Criticism	Select Time and Place for Criticism	Conduct Formal Constructive Criticism Session	Diffuse Anger or Negative Emotions
Employee Motivation	Identify and Describe Basic Elements of Motivation	Describe Herzberg's Theory of Motivation	Describe Maslow's Hierarchy of Needs	Describe Object-Oriented Motivation Theory	Demonstrate Use of Reinforcement Theory	Demonstrate Use of Expectancy Theory
Employee Onboarding	Describe Elements and Purpose of Onboarding	Prepare for Onboarding Activities	Create Onboarding Checklists	Conduct Engaging Onboarding Programs	Set Realistic Onboarding Goals	Conduct Follow-up with Onboarded Employees
Employee Recruitment	Describe Critical Elements of Recruitment	Identify and Describe the Selection Process	Perform Goal Setting with GROW Model	Conduct Effective Interviews	Identify and Describe Question Types	Interpret Principles of Bias during Selection

MECHANICAL MAINTENANCE

EQUIPMENT & COMPONENTS	COMPETENCY	FUNDAMENTAL APPLICATION	BASIC APPLICATION
	CENTRIFUGAL COMPRESSORS Core competencies associated with the understanding, operation, inspection, maintenance, and troubleshooting of centrifugal compressors, as well as the coaching and mentoring of developing technicians.	Identify and describe the core components of centrifugal compressors, while outlining the main purpose of each component, as well as core concepts of compressor design and operation.	Identify and describe the properties and general functioning of compressor components, including understanding of oil flow circuits, mechanical construction and basic selection criteria.
		Define the critical terms associated with compressor operations	Explain the importance of stability in centrifugal compressors
		Identify and describe the components of a centrifugal compressor	Explain how surges will impact compressor efficiency
		Define applicable standards for centrifugal compressors	Explain the differentiation between centrifugal and horizontal split compressors
		Define the different types of labyrinths	Explain the function of a balancing piston
		Define the purpose of a diaphragm	Explain the function of inlet guide vanes
		Define the purpose of a balancing piston	Draw a basic lube oil and seal oil circuit
		Define the purpose of inlet guide vanes	Explain consideration requirements for compressor piping arrangements
		Define dry gas seal	Describe the advantages of centrifugal compressors in relation to other compressor types
		Define polytrophic head	Describe the disadvantages of centrifugal compressors in relation to other compressor types
		Define polytrophic efficiency	Sketch the basic construction of a rotor, outlining thrust disc and balancing piston
		Identify pressure readings in centrifugal compressor graphs	

Progression-Based Competency Frameworks

These outline the specific competency elements that fall within the systems, processes or equipment associated with a job role. Differing from those found in Task-Based Competency Frameworks, these competencies are identified in much greater detail and are additionally categorized by skill level.

Learners not only see the competency elements applicable to their job, but can also track their development progress throughout the duration of their career.

What works best?

Despite what others may say, there really is no correct answer without taking a look at your organizational objectives.

However, Black Box competency specialists will work hand in hand with your internal subject matter experts to identify the specific competency development goals of your organization. From there, an appropriate methodology can be selected that best meets the needs of your operations.

After all, there's no sense in bringing you a structured set of competencies if it's locked into a structure that doesn't work for your training programs and strategies currently in place.