

ICCI CAREER & TALENT MANAGEMENT COMPETENCIES

Dimension	Description of Abilities	Description of Knowledge and Skills	Competencies			
			Performance Criteria			
			CA Career Advocate/Career Adviser (paraprofessional delivering services with minimal or on job training)	CMA (Gaining professional competency) 0-3 Years	CMP (Professional practitioner - serving & supporting clients) 3 - 5 years	CMF (Leading Practitioner) Over 5 years
PROFESSIONAL KNOWLEDGE	Identify the career/ talent management needs of individual and/or organizational clients	<ul style="list-style-type: none">• Determine the individual career/ talent management transition e.g. school to work; promotion; job loss; reskilling; second career; retirement• Determine the specific organizational career/talent management needs—e.g. basic skills, workforce planning, downsizing• Demonstrate use of appropriate client assessment/profiling methodologies• Recognize diversity (race, age, gender, socioeconomic status, culture, values) and/or organizational culture as this affects career/talent management decision-making	<p>Has attended basic training in career development practice and related assessment tools</p> <p>Knows how to respond to a client enquiry and provide appropriate advice</p> <p>Knows how to guide clients to occupational info, labor market, job vacancies, employment assistance scheme</p> <p>Reviews client documentation and provides feedback</p> <p>Refers clients to job boards and responses to known vacancies</p> <p>Gives advice on interview preparation & technique</p> <p>Provides generic advice on job seeking and job getting skills.</p> <p>Refers client to specialist for further assistance</p>	<p>Initiates and manages conversations with clients to determine desired outcomes</p> <p>Contracts with clients to address desired outcomes</p> <p>Is trained and qualified to use one or more assessment tool</p> <p>Assists the client to assess what factors affect career choice and/or talent management options</p> <p>Recognizes limits to expertise and refers clients to appropriate professionals e.g.</p>	<p>Uses familiarity with different assessment tools and/or processes to appropriately address specific client needs</p> <p>Develops tailored programs for clients depending upon their career/talent management need</p> <p>Assists the client to address factors that affect career choice/talent management decisions</p> <p>Articulates specialized services offered and refers to other professionals when appropriate</p>	<p>Provides input and professional support on assessment tools and their uses</p> <p>Shares knowledge about the factors influencing individual career choice and decision making</p> <p>Shares knowledge about addressing organizational career/talent management needs</p> <p>Shares insights about differentiated services</p> <p>Shares experience in specialized services and related issues</p>

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	Ability to use career development & talent management theories and best practices to address client career/ talent management needs	<ul style="list-style-type: none"> • Use relevant and appropriate career development/ talent management: <ul style="list-style-type: none"> ○ Theories ○ Best practices ○ Tools & processes • Coaching/ consulting skills • Range and relevance of workplace practices & sociological factors • Required and relevant employability/work skills & experience • Current workplace and career/ talent management technology tools and practices • Reviewing, applying and contributing to relevant research 	<p>Knows procedures for assessing client needs and referral to appropriate support person</p> <p>Knows resources that can assist clients in the job search</p> <p>Knows how to explain resources and job getting processes</p>	<p>Provides services based upon current theories in Career Practice</p> <p>Articulates knowledge of in the use of career tools and processes</p> <p>Demonstrates competence in coaching/counselling in career practice</p> <p>Understands selection, induction, performance review and work practices of different career & workplaces</p> <p>Has knowledge of Employability & Work Skills</p> <p>Uses technology I research and service provision</p> <p>Guides clients through research</p>	<p>Demonstrates in depth knowledge of contemporary theoretical approaches</p> <p>Has developed own IP and differentiate services in professional practice</p> <p>Consistently utilizes counselling/coaching practices with a range of clients</p> <p>In depth knowledge of career & workplace practices & guides clients in the investigation of career & workplace information</p> <p>Extensive knowledge of employability & work skills</p> <p>Has advanced technology skills & utilizes them in research, reporting, branding, supportive practice</p> <p>Demonstrates advanced research & reporting processes</p>	<p>Shares understanding in theoretical practice</p> <p>Shares IP and encourages development of IP in professional practice.</p> <p>Shares experience in counselling/coaching in practice</p> <p>Shares research and investigation processes and information</p> <p>Shares insight into employability & works skills & their significance for professional practice</p> <p>Shares ideas on how technology enhances professional practice</p> <p>Shares research and supports the development of research methodology</p>

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PROFESSIONAL PRACTICE	<p>Establish effective professional relationships</p> <p>Ability to establish and maintain effective Communications with individual/ organizational clients to achieve the desired outcomes</p>	<ul style="list-style-type: none"> • Create a working relationship based on mutual trust and respect • Developing and using appropriate communication skills - listening/verbal/ written • Establishing formal communication process with clients • Establishing and maintaining a working alliance • Undertaking an opportunity analysis /needs assessment, appropriate for the type of transition • Referral to 3rd parties where appropriate 	<ul style="list-style-type: none"> • Clarifies career aspirations using templated tools • Provides advice career advice following 'in-house' material • Guides clients through job boards and application processes • Gives advice on interview preparation and techniques • Reviews existing client documentation and provides some advice upon the content and layout of resume, cover letter and Addressing of Selection Criteria • Refers clients to appropriate support personnel 	<ul style="list-style-type: none"> • Establishes and maintains professional communication in marketing, selling and providing services for clients • Produces appropriate reports and presentations for clients and colleagues using a range of technologies • Demonstrates productive negotiating and resolution skills • Has conflict or dispute management procedures 	<ul style="list-style-type: none"> • Demonstrates high level communication skills with clients, colleagues and where necessary to 3rd parties • Maintains ongoing relationship with clients, colleagues and where appropriate 3rd parties • Demonstrates skill development in communication, negotiation and problem solving skills 	<ul style="list-style-type: none"> • Provides leadership in the development of advanced communication skills through supervision, mentoring or coaching practitioners • Facilitates development of advanced communication skills through professional learning, coaching, counselling or mentoring

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	Ability to offer Career & Talent Management Programs appropriate for the practitioner's client range or niche	<ul style="list-style-type: none">• Recognizing the type of Transition (in, up, across, out), establish relevant support• Facilitating the development of a Career/Talent Management Plan to address the client needs• Offering Implementation Support for the established plan• Referring client to other professionals as appropriate• Consulting on connections between career/talent management and performance review processes• Consulting on Succession planning processes	<ul style="list-style-type: none">• Gives advice to clients about responding to vacancies and labor Market information.• Completes administrative tasks associated with service delivery• Refers clients to appropriate professional for assessment, coaching or counselling• Can deliver workshops to groups of job seeking using pre prepared resources.	<ul style="list-style-type: none">• Communicates and sells services to targeted clients• Demonstrates competence in the design, development and delivery of appropriate services for client• Delivers agreed programs to client satisfaction rating• Acts upon limitations and refers as appropriate for client	<ul style="list-style-type: none">• Demonstrates competence in the design, development and delivery of a range of client based services in career and talent management.• Has developed and utilized a network of 3rd parties for referral when necessary	<ul style="list-style-type: none">• Provides leadership in responding to a range of client requests in the design, development and delivery of career and talent development services.• Actively promotes professional referral according to client needs

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	Ability to Support clients to make individual or organizational transitions	<ul style="list-style-type: none">• Offering Transition Support• Coaching on Self-Marketing; self-Selling• Determining preferred Client niche(s)• Creating a “Brand” for service offerings• Maintaining Consistency of service offerings• Technology• Communications	<ul style="list-style-type: none">• Provides advice on career transition support, job seeking and securing techniques• Completes reports about services and client servicing	<ul style="list-style-type: none">• Demonstrates competence in providing transition support to selected clients• Guides client in the use of technology as a research, planning and communication tool	<ul style="list-style-type: none">• Designs, develops and delivers transition support services to a range of clients• Uses a variety of technologies in the provision of transition services	<ul style="list-style-type: none">• Provides leadership in the design, development and delivery of transition support programs• Demonstrates leadership in the use of a range of technologies in career development practice

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PROFESSIONAL ENGAGEMENT	Ability and commitment to undertake ongoing Professional Learning to retain credibility and effectiveness in the marketplace	<ul style="list-style-type: none">Identifying and addressing Professional Learning Needs including:<ul style="list-style-type: none">Career/Talent development programs - design and implementationSkills development and improvementResearchEngaging in Professional Learning & Changing PracticeFacilitating Professional Learning	<ul style="list-style-type: none">Engages in the development & implementation of a professional learning and practice developmentUndertakes professional learning related to their role & enhance service delivery skillsMaintains collegial connections with clients and peersProvides insightful feedback to colleagues about clients and client services	<ul style="list-style-type: none">Successful completion of a professionally accredited training program in career & talent development practiceDemonstrates engagement in a continuing professional development programHas developed a plan for continuing Professional learning	<ul style="list-style-type: none">Engages in at 30 hours of professional learning per year of certification periodDemonstrates how that professional learning has influenced professional practiceEngaged in professional learning community	<ul style="list-style-type: none">Engages in at 30 hours of professional learning per year of certification periodProvides professional learning experiences incorporating feedback for participantsProviding leadership to professional learning community

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	<p>Ability and commitment to engage Professionally with colleagues, clients, employers and professional community</p> <p>Ability to complete and maintain Certification of competence by an independent organization during career</p>	<ul style="list-style-type: none">Establishing and maintaining an Ethical PracticeComplying with organizational, local or national regulatory requirementsEstablishing and maintaining Professional NetworksEngaging in Advocacy related to career/talent developmentPromoting Professional capability and offeringsUndertaking and maintaining Certification	<ul style="list-style-type: none">Is a member of a related professional association or community of learnersAttends and contributes to staff meetingsMeets minimum requirements to maintain Certification	<ul style="list-style-type: none">Member of relevant professional AssociationEngages in professional networks	<ul style="list-style-type: none">Maintains professional membership of professional bodyContributes to professional discussions, researchContributes to the promotion of the profession through various media	<ul style="list-style-type: none">Provide mentoring or training opportunities for professional servicesContributes to the leadership of a professional community through mentoring, supervision, training, or research