

Innovation Agent

PROJECT FINANCING



Leonardo da Vinci
Proyectos piloto

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REGIONAL PARTNERS



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Agrupación de Empresas Laborales
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Competences Profile

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CONTEXT

Innovation, in a wide sense, can be understood as the factor in which enterprise strategy is guided by a changing market, where its interlocutors demand issues, that although in continuous development, allow the organization growing and learning.

In this sense the need to develop the new professional profile of the Innovation Agent is planned, through a constant guiding that discovers to professionals and managers the need to engender an “innovation culture” in the organization.

It is suggested that enterprises use the management of innovation as a strategic element that prioritizes continuous training, joint innovation and the gradual development of each of the professionals that form the organization.

Definitely, it is to create a professional profile which is able to analyse tangible and intangible aspects of organizations, discovering the improvement opportunities that have arisen through them with the aim of achieving an optimal strategy to generate competitive advantages for the enterprise.

The Innovation Agent is going to be, who will finally guide and propose good action practices, in all areas (product development, process improvement, ICT implantation, etc.), but essentially in the area of innovation in Human Resources in order to achieve a higher enterprise competitiveness.

The guidance requires versatility and a wide knowledge by the agent of its most common techniques. The ideal profile is that of a person with sensitivity towards human behaviours and with a deep knowledge of the different issues that affect production levels in the organization. And this has to be so because the issues that have to be analysed and changed include aspects as diverse as are the business goals, the relationships with other people, the structure of the organization, the management policies, etc.

The analysis of the current situation of innovation management shows that there is no yet a consensus on the professional competences and standards that it should require. However, the Innovation Agent will be a versatile professional, well prepared in the new organization management systems, maintaining in a continuous updating a training in

- human resources and people management,
- strategic management and enterprise organization,
- social responsibility,
- knowledge management,

as well as new information and communication technologies. (NICT)

MISSION OF THE INNOVATION AGENT

To develop within the enterprise an “innovation culture” in all its activities, that implies:

- To organize him / herself for innovation. Innovation is the result of a team and multidisciplinary work. This leads to an internal re-organization of enterprises and to cooperation with national and international external agents (public system, providers, customers, competitors) that complements the self abilities.
- To adequate human resources to this new way of competition. Multidisciplinary, work in teams, adaptation ability of people, assumption of responsibility, etc., require a continuous training of human resources.
- To include technology in their strategies for seeking competitiveness.

FUNCTIONS TO DEVELOP

The functions that the innovation agent has to develop could be concreted in the following ones:

- To manage change in the organization
- To improve enterprise processes
- To manage knowledge and intellectual capital
- To collaborate in strategic planning
- To be the Responsible of Technological Surveillance

- To identify “best practices” (benchmarking)
- To identify new ICTs and their development within the organization
- To manage innovation projects that are developed
- To support the Transfer of Technology
- To collaborate in the development of Innovation in Human Resources policies
- To collaborate in the workers training plan
- To develop the annual innovation plan

COMPETENCES PROFILE

Several lists are presented including a selection of the different knowledges, skills and attitudes that it is important that the Innovation Agent in human resources play or know to be efficacy in the environment where they develop their activities.

Through this division it is intended to transmit that, from an integrator treatment an answer has to be provided to the three key needs of learning:

- “What to know” to be able to do it and answer to different situations and changes.
- “How to do” the procedures that are established.
- “How to be and to stay” to participate and behave professionally.

KNOWLEDGES

It is considered that at different levels, the Innovation Agent should have the following knowledge areas:

- Wide knowledge about enterprise organization
- Generic knowledge about different technologies
- Change management
- Technological Surveillance and Competitive Intelligence
- Knowledge management
- Information and Communication Technologies
- Human Capital management
- New products development
- Marketing and commercial management

In this sense, according to these areas, the knowledge profile that the innovation agent should have is going to be developed, together with the associated training areas.

STRATEGIC MANAGEMENT AND ORGANIZATION Area	
Enterprise organization	■ The organization as a system
Strategic management	■ Functional areas ■ Organizational culture ■ Organizations that innovate (practical cases)

PEOPLE MANAGEMENT Area	
Teams management	■ Team concept and stages in its development ■ Characteristics of an efficacy working team ■ Factors that affect the efficacy of a team ■ Functioning levels

PEOPLE MANAGEMENT Area

Teams management	■ Team knowledge. Aspects to observe ■ Development of a facilitator climate ■ Leadership vs. Management ■ Responsibilities of the leader ■ Development of Basic Skills ■ Leadership styles ■ Efficacy of styles ■ Adequacy of the style to different situations
Training policies and plans	■ Focus of Training Engineering ■ Justification of a diagnosis ■ Stages in the development of a Training Plan ■ Guidance for needs detection ■ Concept and development of the needs diagnosis interview

KNOWLEDGE MANAGEMENT Area

Information management	■ Management of information resources ■ Techniques for information organization ■ Psychology of the information user ■ International information sources at on-line databases ■ Research methods to capture information
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KNOWLEDGE MANAGEMENT Area

Information management	■ Information processing ■ Evaluation of the information quality ■ Information policies ■ Mechanisms for the promotion of information in communication.
To undertake and consolidate innovation	■ Information about the business situation ■ Legibility and adequate structure for the management of the Business Plan ■ Legal forms. Diversification possibilities ■ Material and telematic resources to undertake on the Internet ■ Access to funding sources
Integral Control Panel	■ Definition and limits ■ Evaluation and study of ICP in different organizations ■ Study of ICP perspectives ■ Indicators design ■ Analysis of conclusions. Diagnosis of the situation ■ Graphical view of ICP.
Intellectual Capital management	■ Definition and limits of Intellectual Capital

KNOWLEDGE MANAGEMENT Area

Intellectual Capital management	■ Introduction to the analysis and description of jobs ■ Design of the system to assess performance ■ Characteristics and design of competences ■ Applications of competences management in human resources policies ■ Assessment methods for Intellectual Capital
Communication management External communication Internal communication	<u>External:</u> ■ Training and functions in communication ■ Strategic communication. Image, identity and culture ■ Marketing in Communication ■ Communication methods in the Knowledge Society <u>Internal:</u> ■ Value and importance of internal communication ■ Types of communication ■ Barriers and effects of non-communication ■ Communication levels: formal (descending, ascending, horizontal) and informal ■ Development of Internal Communication Plans
Learning Organizations	■ Introduction

KNOWLEDGE MANAGEMENT Area

Learning Organizations	■ Approach to learning and innovation in the enterprise ■ Investors in people
Emotional Intelligence	■ Emotional Intelligence ■ Importance of emotional capital in the enterprise world ■ Dimensions of Emotional Intelligence ■ Emotional competences ■ Leadership styles and Emotional Intelligence ■ Development of Emotional Intelligence
Change management	■ Change: need and challenge of organizations ■ Where to guide the change ■ Role of the different interlocutors: Management, organization, people ■ Model of organizational change ■ Reasons of the negative attitude to change ■ Types of change ■ Theories about change ■ Stages in the implementation of a change
Internal Marketing	■ Quality management and marketing in enterprise organizations

KNOWLEDGE MANAGEMENT Area

Internal Marketing	■ Marketing: origin and evolution ■ Internal marketing ■ Internal Marketing and Total Quality
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CORPORATE SOCIAL RESPONSIBILITY Area

Social Responsibility - External - Corporate	<u>External:</u> ■ The EFQM model ■ Analysis of the points system ■ Results of the different areas “Corporate:” ■ Conceptual framework of CSR ■ Impelling factors ■ Concept of sustainable enterprise ■ CSR Tools ■ Sustainability reports (GRI) ■ Behaviour codes and SA 8000 ■ Corporate government ■ CSR. Administration’s initiatives ■ Technological Audits
Ethics and Management systems	■ ISO 9000 Quality Management ■ Environmental management (ISO 14000, EMAS) ■ Security and Labour Health management (OHSAS)

CORPORATE SOCIAL RESPONSIBILITY Area

Ethics and Management systems	■ Process management ■ Management of R+D+i ■ Management systems according to sectorial references ■ Systems integration ■ Techniques for the development of Management Systems Audits
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NEW TECHNOLOGIES Area

Introduction to ICT	■ Concept ■ Types of applications and uses ■ Benefits of their use in the enterprise
Internet and its uses in the enterprise	■ History and characteristics ■ Types of connections and tariffs ■ Basic services (www, e-mail, news, ftp, p2p, etc.) ■ Advanced services based on Internet (webs, portals, intranet, extranet, forums, virtual communities, blogs, e-learning, e-commerce, etc.)

NEW TECHNOLOGIES Area

ICT applications for the enterprise	■ Operating Systems ■ Office automation ■ MS Word (Documents presentation and modelling) ■ MS Excel (Spreadsheet and graphics development) ■ MS Access (Databases, Forms, tables, etc.) ■ Departmental tools (CAD/CAM, CRM, ERP, etc.) ■ Benefits of the ICT use for the enterprise
From data to knowledge in the enterprise	■ Data - information - knowledge ■ Data/Information capturing techniques and tools (interviews, questionnaires, observation...) ■ Tools for data processing
Electronic commerce	■ Introduction to e-commerce and web sites ■ Internet as a Marketing tool ■ Project funding

SKILLS

Communication	■ Skill to listen and empathy ■ Skill to transmit information ■ To give and receive feedback ■ Skill to negotiate ■ Skill to do and to receive critics ■ Skill to persuade ■ Skill to say no, make requests, provide praises ■ Skill to speak in public ■ Good use of written communication ■ To lead meetings ■ To work in teams
Problem analysis and solving	■ Skill to analyse problems ■ Problem solving ■ Problem assessment ■ Decision taking ■ Guidance towards results
Time management	■ Time as a resource ■ Time control and planning ■ Tasks prioritizing ■ Programming ■ Guidance to efficacy and efficiency

SKILLS

Leadership	■ Project management ■ To guide ■ To give clear directions ■ To motivate ■ To persuade ■ To create a good working environment ■ Transparency ■ Credibility ■ Communication and dialogue ■ Flexibility
Management	■ Of People ■ Resources ■ Change ■ Analytical ■ Initiative ■ Autonomy ■ Adaptability to change ■ Organizational awareness ■ Work in teams ■ Working meetings ■ Permanent training
Innovation	■ Surveillance of market and competitors ■ Creativity

SKILLS

Innovation	■ Flexibility ■ Open to experience ■ Knowledge ■ Benchmarking ■ Cooperation with the environment
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ATTITUDES

- Work order and method:
 - Systematic execution of the problem solving process.
 - Systematic execution of the results checking process.
- Commitment with duties associated to work.
- Participation, collaboration and cooperation in team work.
 - Ideas, opinions and experiences exchange.
- Opening to the professional environment and its evolution.
- Adaptation to new situations in the area of professional competences.
 - Entrepreneur mentality in tasks.
 - Self confidence.
- Respect for health, environment and security at work.

GENERAL UNITS OF COMPETENCE:

UNITS OF COMPETENCE

To develop an “Innovation culture” in all the activities developed by the enterprise in order to improve its competitiveness. This new culture supposes the insertion of technological improvements, a better organizational efficacy and the adequacy of human resources to this new way of competition.

1. To configure a new organizational framework in the enterprises that eases the adoption of innovative policies.
2. To adequate human resources to this new way of understanding the enterprise reality based on innovation and change.
3. To manage knowledge assuring that the organization makes the collective knowledge of its people profitable, in a way that competitive advantages sustainable in time are generated.
4. To implant management systems in the enterprise based on the creation of value, ethics and corporate responsibility.
5. To apply new technologies to all enterprise dimensions (products development, processes improvement, organizational efficacy, management of human resources, commercialization...).

To configure a new organizational framework in the enterprise that eases the adoption of innovative policies.

Professional fulfilment and fulfilment criteria

1. To understand the enterprise as an open system whose efficacy will depend on the relationships that it develops with its interlocutors (providers, customers, competitors, administration).

- *The organizational elements and principles that exist in every enterprise organization are known to achieve a higher efficacy in the enterprise.*
- *The incidence that main market factors have on the enterprise efficacy are analysed and evaluated.*
- *All key factors that guarantee the efficacy and survival of the enterprise in such a competitive market are identified and actions are developed in order to achieve competitive advantages.*
- *The importance of having an enterprise strategy defined as the reference axe for the enterprise decision taking is stated.*
- *According to the existing market situation, the different types of enterprise strategies are analysed and that strategy considered more adequate is chosen.*
- *Based on the determined strategy, the organizational structure required is taken into consideration in line with the enterprise strategy.*
- *To guarantee the competitiveness of the enterprise, an organizational culture is developed in line with the strategy and the modern management techniques (innovation, participation, etc.).*
- *The role played by innovation in order to guarantee the future of the enterprise is emphasized and projected in the whole*

organization.

2. To develop a management system based on enterprise processes and which eases the inter-departmental coordination.

- *The future mission of the organization, competences and organizational structure required is identified to achieve goals.*
- *The redesign of work and analysis of processes is developed and documented to avoid inefficiencies, redundancies, resources and activities.*
- *Activity levels and variables of organizations are taken into consideration when postulating improvement aspects that bring as a consequence an increase in the enterprise performance.*
- *The process to follow on how to perform the implantation and improvement of processes management with success guarantee is identified.*
- *An effective articulation of such processes by the coordination of the responsables of the different areas in the enterprise to avoid “watertight compartments” is fostered.*
- *Indicators that allow the control of the achievement degree of stated goals are determined in order to guarantee the adequate monitoring of the activity and adopt corrective measures that were required in case deviations were found.*

3. To take more efficient decisions in order to manage existing knowledge and technology in the enterprise and to develop innovation projects in the areas or activities that so require it.

- *From the knowledge on the enterprise, the existing technology and knowledge existing in the organization are adequately managed.*
- *There are the conditions to perform a diagnosis to establish the needs for change and innovation that exist in the enterprise.*

- *The knowledge of the market, the competitors and the existing technological tendencies allows, in case it is required, to acquire in the most favourable way, both the technologies that are not advisable to be developed internally and the ones to be contracted externally.*
- *The control of the risk in change and innovation projects established is assured by an adequate management of them.*
- *The adequate planning and programming of the project is established, anticipating this way, possible potential problems that can be present in its development.*

4. To promote the active participation of interlocutors in change and innovation projects established achieving the motivation required for the development of foreseen tasks and activities.

- *Starting from the assessment of the information available, the most adequate motivation strategies are chosen, determining the application way (time, spaces, resources, selection of the information to transmit...) and the performance criteria of activities.*
- *The entire project elements suspect to adaptation are adjusted to the motivation of the person, in order to guarantee his/her active participation.*
- *Motivational indicators that imply adaptations of the intervention or motivational reinforcement activities are predetermined and contrasted periodically through the observation of verbal and non verbal expression and general behaviour.*
- *The information transmitted is clear and precise, and guarantees its full understanding of the messages sent.*
- *Other managers are supported to implement the change, on how to manage the resistance or aligning the policies with new desired behaviours.*

Specification of the occupational field

Work means

Local network, computers, peripherals, Operating systems, firewalls, antivirus, browsers, e-mail, general purpose applications, communication devices, databases, enterprise organization chart, processes map, work procedures, photocopier, fax, office material and furniture.

Processes, methods and procedures

- Organization chart
- Processes map
- Schema of the production process
- Flow diagrams
- Work procedures and specifications
- Documentation about the Quality system

Results of work

- Higher enterprising efficacy
- More contact and better relationship with enterprise interlocutors
- Better interdepartmental coordination
- Better use of internal “know how”
- Increase in productivity when removing redundancies and easing the activity flow
- To be up to date in what occurs in the market at management level

Key skills and knowledge

Key skills

- To maintain fluid and warm relationships with the different enterprise interlocutors: providers, customers, competitors, Public Administration, etc.
- To identify the areas or activities subject to develop improvement, change or innovation projects.
- To become leader when inserting change and innovation processes in the enterprise.
- To take decisions according to obtained reports and, if required, to solve problems.

Key knowledges

- Organizational efficacy.
- Strategic management.
- Coordination of functional areas.
- Processes management.
- Current state of technological situation and enterprise knowledge.
- Role of innovation in the enterprise strategy.
- Assessment and repercussion of innovation or change projects.

Unit of competence 2:

To adequate human resources to this new way of understanding the enterprise reality based on change and innovation.

Professional fulfillment and fulfillment criteria

1. To develop innovation in the key functional areas of human resources management.

- *Processes to follow in order to optimize human resources as a key element to achieve organizations goals are known.*
- *A practical guide for the design and set into motion of the key human resources programmes is developed.*
- *Work organization allows decentralising decision taking.*
- *Responsibilities are assigned in an open way.*
- *Knowledges are continuously updated and remain within the organization.*
- *Participation of people is eased, both by a suggestions box and through the development of improvement teams.*
- *The change project is designed in a participative way, establishing the required flows.*
- *Formulas are determined to provide knowledge and possibilities to human resources in order to develop their initiative, creativity, responsibility, autonomy and integration.*

2. To manage project teams efficacy and efficiently in a way that established improvement goals are achieved.

- *Management functions required to lead innovation projects within the organization are efficacy developed.*
- *Competences required to become an efficacy leader are developed.*
- *Power and influence bases to support in order to obtain the most performance of people are known and used adequately.*
- *The different leadership styles existing are within the set of behaviours and are appropriately used according to the different situations that can arise.*
- *Staff integration in teams is fostered in order to favour staff participation in innovation projects.*
- *The characteristics that make a work team efficacy are identified*

and actions are developed to foster them.

- *The performance of teams depends largely on their motivation.*
- *In this sense strategies are developed to raise team spirits and of each of its components.*

3. To design a training plan that qualifies human resources to obtain an adequate competences level to the needs generated in the organization.

- *Training and development provides the adequate mixture of a variety of skills and knowledge for the maintenance and growth of the staff qualification.*
- *The training needs diagnosis has been carried out in the organization.*
- *Training goals are described to develop the training plan and to specify programmes and beneficiaries.*
- *Training programmes and its actions, as well as courses or training actions are chosen to cover enterprise needs.*
- *The design of a course reflects in an integrated way the elements that form the training fact: goals, beneficiaries, number of hours, modular programming, training method, activities, contents reference, and a relationship of materials, assessment methods and budget.*
- *The budget of the training plan covers all costs derived from each of the training actions.*
- *Assessment systems are programmed according to the fact that is going to be assessed (satisfaction, performance, transfer, profitability, social impact).*
- *The responsibility of training is shared, with responsables at all levels and with the social agents related with the organization.*
- *Economic resources available are identified evaluating possible subsidies by public or private organisms.*

Specification of the occupational field

Work means

Local network, computers, peripherals, Operating systems, firewalls, antivirus, browsers, e-mail and other communication channels, general purpose applications, human resources management applications, photocopiers, fax, office material and furniture. Training media provision according to the learning type.

Processes, methods and procedures

- Research tools and techniques (observation, questionnaires, interview, discussion groups, documentation).
- Tools for the different human resources functions (inventory of jobs, functions manual, job diagram, systems to assess performance).
- Development of participation systems.
- Training needs diagnosis system. Training Plan. Training assessment systems.
- ISO 9000 and/or 14001 certifications that can affect human relationships.

Results of work

- People integrated in the organization to perform a certain strategic plan in the most profitable possible way.
- Optimization of work processes.
- Staff management plans.
- Localization of needs and so, training needs “tailored made” designed.
- Management of courses for training, recycling and staff promotion.
- Increase in the commitment level of staff with the organization.

- People adequate to the job and the job to the person.
- Design of participation channels: suggestion boxes, improvement and innovation teams, etc.

Key skills and knowledge

Key skills

- To plan human resources according to enterprise goals and strategy.
- To establish the procedures that will enable the coherence between each person's development and the enterprise's development.
- To master the development of needs required to optimize work.
- To develop mechanisms and channels required to promote staff participation.
- To apply procedures related to human resources training, using the most appropriate methods and systems.

Key knowledge

- Mastering of techniques that increase active participation of staff.
- Knowledge of processes to follow in order to optimize the human resources in the enterprise as a key element to achieve the organization goals.
- Management and leadership of project teams.
- Training planning, its process, techniques to use, training evaluation.

Unit of competence 3:

To manage knowledge assuring that the organization takes profit of the collective knowledge of its people, in a way that sustainable in time competitive advantages are generated.

Professional fulfillment and fulfillment criteria

1. To organize and manage efficacy the information and documentation used by the organization.

- *Information resources needed for activities development in the organization (information needs and documentary sources) are identified.*
- *Due to the need to plan documentary information management systems of that used or generated in the enterprise, the most adequate subsystems are identified.*
- *The adequate design of the Management System of the organization's Management System, as part of the organization's Information System is developed.*
- *Current computerised tools used for the organization, management and recovery of information and documentation are known and used.*
- *Documentary and filing techniques are used as well as treating documentary information.*

2. To know and to analyse the feasibility of an innovation Project according to the opportunities criteria available in the market.

- *The process to follow is known in order to develop a Business Plan when dealing with a new project or activity.*
- *The knowledge of the market allows being up-to-date of market niches suspect to be used for the development of a project.*
- *Instruments required for the analysis of the project's feasibility are known as a business opportunity.*
- *Resources required for developing and enterprising activities as well as the existing legal forms are known.*

3. To manage existing knowledge in the organization with the aim of maximizing the organizational efficacy and efficiency processes.

- *The knowledge in the organization is identified in a distributed and sorted way, checking its usefulness and speed to obtain strategic knowledge.*
- *A report reflects the situation in which the different stored knowledge are and those which are not, as well as the pertinent recommendations on the future elements to re-structure and increase to achieve a process of continuous improvement.*
- *Strategic knowledge is documented to become part of the organizational assets and to be disseminated.*
- *The contents are chosen according to the organizational policy that has already been established.*
- *The staff has the training on the use of the knowledge base.*
- *A knowledge management policy as well as the maps with the knowledge flows are transmitted to the whole organization.*
- *The organizational environment favours the creation, distribution and set into practice of new ideas and knowledge.*

4. To develop an Integral Control Panel within the organization with the aim of communicating the enterprise strategy and put efforts together in order to better control management.

- *The basic principles in which the development of an Integral Control Panel are known.*
- *The delimitation of goals to achieve for every perspective at short, medium and long run fulfil the criteria of being realistic, challenger, programmed and measurable.*
- *The indicators for every chapter are carefully chosen.*
- *The implantation methodology is perfectly defined according to existing perspectives.*
- *The adequate measures are taken for the success of the implan-*

tation removing possible barriers that could exist.

5. To manage in an efficacy way the intellectual capital of the enterprise through the improvement of people's talent and the founding of a competences management system.

- *A competences management system is implanted to manage human resources in an integral way inside the enterprise.*
- *The jobs analysis and description is done by interviews, questionnaires, organization charts, functions manual, etc.*
- *The level of specific human capital that is required to accumulate to develop an efficient work in the organization is reflected in a written document.*
- *The professional profiles, in terms of competences, of the people that form the enterprise are established as the optimum profile for each job.*
- *The actions developed such as the selection and hiring, foreseeing management, are developed to acquire adequate competences.*
- *Competences stimulation is related to all the actions addressed to the maintenance and increase of the motivation at work, as could be the jobs evaluation, performance evaluation, payment and incentives policy, etc.*
- *Management actions, such as training, promotion, communication, develop the competences to adapt them to the current job or to qualify the person in his/her new job.*

6. To develop a corporate communication strategy aligned to the enterprise strategy that generates an image of efficacy enterprise.

- *The enterprise image transmitted by external communication constitutes an important element in the enterprise marketing.*
- *The choice of communication methods and systems towards the market are planned in an efficacy way.*

- *Certain coherence has to be kept between messages and information sent both through internal and external channels.*

7. To provide organizations with adequate information transmission channels that fall into the improvement of internal communication.

- *The operative and internal information is required for the performance of human resources.*
- *The internal and formal communication mechanisms are created to reduce anxiety.*
- *The information provided is exact on the favourable and unfavourable developments as it allows a more efficient planning.*
- *The content requires providing consistent information and realistic expectations.*
- *An internal Communication Plan is developed whose aim is to put that information required and/or interesting from the enterprise to the human resources.*
- *The operation of established internal communication channels requires the participation of people. So, staff has to be mobilized for its maintenance.*

8. To favour an enterprise culture that promotes learning and innovation at all levels.

- *The organizational learning supposes capturing, structuring and transmitting all the learning activities that occur in the enterprise.*
- *The required knowledge will be provided to the staff to master their professional competences.*
- *The need to create instruments and systems that unify criteria to ease learning are considered.*
- *Telematic tools required to promote learning are used.*

9. To promote the development of emotional competences among staff in order to improve productivity and labour climate in the organization.

- *The enterprise will be directed towards the use and management of the emotional intelligence as a source to generate value in the organization and as a tool of constant knowledge generation.*
- *The development of the individual emotional potential will be favoured as a determining factor in the good relationships and the efficacy of people and teams.*
- *When considering efficacy self-knowledge, self-control, self-motivation, empathy and social skills they all constitute required elements for the operation of people within the organization, this will provide systems and tools for its promotion.*

10. To favour and foster planned change processes within the organization.

- *The organization has the required tools to perform the previous analysis as the base for the implantation of the change process.*
- *The establishment of certain directives for change and the stages for its effective application are considered.*
- *The organization has the instruments to assess the incidence of change in the organization and to contrast the information with the goals foreseen.*
- *The resistance to change present in certain situations is tackled in an efficacy way.*

11. To strengthen the enterprise productivity promoting motivation and integration of the human element in the goals of the organization.

- *The main customer that organizations have to satisfy is the internal customer (staff).*
- *There are instruments to assess the satisfaction level of the staff*

in the enterprise.

- *The actions, channels, supports and resources required to implant an internal marketing programme are evaluated.*
- *Conciliating and implication of the family environment policies will be developed.*

Specification of the occupational field

Work means

Local network, computers, peripherals, Operating systems, firewalls, antivirus, browsers, e-mail, general purpose applications, communication devices, information and knowledge management systems, Integral Control Panel, Photocopiers, fax, office material and furniture.

Processes, methods and procedures

- Research tools and techniques (observation, questionnaires, interview, discussion groups and documentation), tools for jobs analysis (jobs inventory, functions manual, jobs organization chart).
- Performance evaluation methods (comparison, hierarchization, forced distribution, control list, management quality factors, self-evaluation).
- Work organization, payment systems, performance evaluation, staff hiring, professional careers.
- Communication process methods.
- Knowledge management methods, competences systems.
- Information management procedures.
- Manuals and protocols related to internal and external communication.
- Internal marketing procedures.
- Protocol to follow when implementing a change in the organization.
- Manuals and protocols related to internal communication (wri-

tten/electronic bulletins, intranets, suggestions) and promotion ones.

- Internal organization rules. Training evaluation systems.
- Information management and maintenance procedures. ISO 9000 and/or 14001 certifications that can affect human relationships.

Results of work

- List of new ideas for the development of daily tasks.
- Study for the innovation of processes.
- Increase in staff participation and satisfaction.
- To reduce the cost perceived of sharing ideas.
- Storage of knowledge classified and up to date.
- A higher adaptation to changes.
- Improvement in staff satisfaction.
- Report with the desirable requirements to the person for a correct job performance.
- Integral management of human resources in the enterprise.
- Effective communication at work.
- Increase in the organization's competitiveness.
- People integrated in the organization to perform a certain strategic plan in the most productive possible way.
- To have a manual with the description of jobs. Rotation and absenteeism levels decrease.
- To optimize work processes. Professional profiles performed for the organization. Staff management plans.
- Localization of needs and so, "tailored made" training actions.
- Management of courses for training, recycling and staff promotion.
- Increase in the commitment level of staff with the organization.
- Organizational career plan.
- Adequate people to the job, and the job to the person.

- Monitoring and evaluation reports of staff development.
- Effective communication at work and optimal operation of communication channels inside and outside the enterprise in the environment of its competitors.

Key skills and knowledge

Key skills

- To plan human resources according to enterprise's goals and strategy.
- To establish procedures that will enable the coherence between the development of each person and the development of the enterprise, and so choose the selection, training, evaluation processes.
- To obtain information related to each job.
- To synthesize the tasks of each job in competences profiles.
- To master the development of needs required to optimize work.
- To determine the focus, criteria, the method and the evaluation tools for performance.
- To make staff implied in the use of the media for internal communication.
- To apply procedures related to training and promoting human resources, using the most adequate methods and systems.
- To apply and execute procedures that guarantee the participation, creativity and availability.
- To determine management systems that can be implanted in the organization.
- To take decisions according to the information collected and solve problems if required.
- To control the implementation, operation and development of management systems.

- To make staff participate in the new management models.
- To organize training processes on the goals and operation of management processes implemented.
- Continuously updating.

Key knowledge

- Knowledge management system.
- Tools for competences management.
- Applications that make communication flow in a way that promotes the creation and dissemination of knowledge.
- Need of permanent learning and research on the application of such innovative management systems.
- Implantation of changes in the organizations.
- Royalty of internal customers.

Unit of competence 4:

To implant management systems in the enterprise based on the creation of value, ethics and corporate responsibility.

Professional fulfillment and fulfillment criteria

1. To develop Corporate Social Responsibility practices both internally and externally, as a strategic advantage that creates added value for organizations.

- *The influence of the self enterprise in the physical environment and in the human environment (geographical location, employment, etc.) is taken into consideration.*
- *Analysing working conditions (timetable distribution, work*

organization, risk prevention, salary policy, etc.) is considered to promote improvements.

- *Obligation of managers to develop enterprise policies, to take decisions or to start most adequate actions according to the aims and values of the society.*
- *Measures to implant equal opportunities and social and cultural diversity policies in the enterprise are developed.*
- *Translation of all commitments into a Corporate Social Responsibility Plan.*

2. To develop an enterprise management system based on values management.

- *A favourable climate is created for the implantation of a change process.*
- *Direction and managers offer their support and commitment for doing such system.*
- *The aim and values are identified to serve as an impulse for the organization.*
- *The staff is informed of the enterprise's aim and the values chosen.*
- *Management actions, such as training, promotion, communication, do develop the competences to adapt them to the current job or to qualify.*
- *The values chosen are aligned with the daily practice, operativised in the design of each procedure or programme that is developed.*
- *The payment system, training programmes, internal communication systems are coherent with the values stated as them.*

3. To implant ethical principles in the design of the different management systems that exists in the enterprise.

- *Personal and social ethics as principles that give coherence to human and enterprise activities.*
- *To formulate declarations of enterprise ethics (DEC), which are documents describing the philosophy, values and behaviour rules of the enterprise.*

Specification of the occupational field

Work means

Local network, computers, peripherals, Operating systems, firewalls, antivirus, browsers, e-mail, general purpose applications, communication devices, databases, Photocopiers, fax, office material and furniture.

Processes, methods and procedures

- Documentation about the established quality systems (Quality, Environment, Staff, etc.).
- Documents about the environmental, quality, etc. policies.

Results of work

- Inclusion of ethical and social principles in: Work organization, payment systems, performance evaluation, staff hiring and professional careers.
- Manuals and protocols related to internal and external communication.
- Internal marketing procedures.
- Increase in staff participation and satisfaction.
- Higher adaptation to changes.
- Equal opportunities policy.

Key skills and knowledge

Key skills

- To establish the procedures that will allow the coherence between the development of each person and the development of the enterprise, and so choose processes for selecting, training, evaluating, etc.
- To apply procedures that guarantees the participation, creativity and availability.
- To determine ethical and responsibility principles that can be implanted in the organization.
- To make staff participate in the action principles.

Key knowledge

- Corporate Social Responsibility.
- Values management.
- Enterprise ethics.
- Equal opportunities policy.

Unit of competence 5:

To apply new technologies to all the enterprise dimensions (products development, processes improvement, organizational efficacy, human resources management, commercialisation...).

Professional fulfillment and fulfillment criteria

1. To promote in the enterprise the use of the Internet and ICT applications.

- *The new technologies do constitute the great promoter of innovation in enterprises.*

- *The efficient use of operating systems will be promoted, implying training and information policies.*
- *ICTs ease the work in efficiency and efficacy which results in a larger productivity.*
- *Improvement in the organizational efficacy, making communication between different areas and people both inside and outside the organization easier.*
- *The development of advanced Internet services (web sites, portals, intranet, extranet ...) reconsidered as required.*
- *The acquisition of equipment and systems will be promoted analysing existing subsidies and payment forms.*

2. To disseminate and guide on innovative processes, technologies and methods that are implanted in the organization.

- *The stages and development of the programme established are put in knowledge of all staff.*
- *The verification of the situation is carried out with the instruments and procedures established, performing and communicating the adaptations required.*
- *The practice qualifies workers for the development of defined activities and tasks.*
- *Whenever possible, contingencies that could arise and the alternatives to solve them must be foreseen in advance.*
- *The information about aids and resources are searched for the funding of innovation as well as the mechanisms to access to them.*
- *The new developments respond to competitiveness criteria and processes improvement.*
- *All the elements of the new process subject to adaptation are adjusted to workers, with the aim of guaranteeing their active participation.*
- *Work distribution, functions assignment and operation directives*

are established with the aim of optimizing and rationalising the development of activities.

- *The improvement of productivity is measured and controlled to remain competitive.*

3. To apply the new technologies in the area of human resources.

- *The management and development of human resources includes an ERP system (Enterprise Resource Planning) with the most possible complete information of the whole staff (salaries, productivity, stay control, competences management, training plans, performance evaluation, selection, knowledge management, etc).*
- *The use of synchronous technology (virtual classrooms, video-conference, chats, and telephone) is provided to the whole staff according to the needs.*
- *The use of asynchronous technology (self-learning modules, repositories, advertisement panels, e-mail, distribution lists, discussion forums, tutorials via e-mail) is provided to the whole staff according to the needs.*
- *The creation of an “employee portal or B2E” strengthens the connectivity of the staff and brings them the human resources policies in a direct and personalised form.*
- *On-line recruiting and selection systems are used according to the needs.*

4. To apply the new technologies in the area of commercialisation of products (e-commerce).

- *The enterprise will be promoted in the use of e-mail as a method to save costs and a mass dissemination mechanism of its products or services.*
- *The development of a web site that serves as a marketing and*

commercialisation element is considered required.

- *The creation of B2B or B2C systems strengthens and activates the relationships with the enterprise's interlocutors in the market.*

Specification of the occupational field

Work means

Local network, computers, peripherals, Operating systems, firewalls, antivirus, browsers, e-mail, general purpose applications, communication devices, databases, photocopiers, fax, office material and furniture.

Processes, methods and procedures

- Operation manuals.
- Internet, intranets, virtual platforms, etc.

Results of work

- Higher organizational efficacy.
- Saving in time when doing activities.
- Improvement in the communication with both internal and external interlocutors.
- Higher dissemination of the enterprise in the market.

Key skills and knowledge

Key skills

- To apply the performances of e-mail in the reception, emission and register of information.
- To determine ICT applications that can be implanted in the enterprise.

- To make staff participate of the new applications and systems implanted.
- To control the implementation, operation and development of the applications and systems developed.
- To organize training processes on the goals and operations of management processes implanted.
- Continuous update.

Key knowledge

- Internet and new technologies. Basic and advanced services.
- Efficacy use of operating systems and tools.
- E-commerce and relational marketing.

PROFESSIONAL ENVIRONMENT	
Professional Areas	■ Management section of any of the enterprise departments (Production, Quality, Human Resources...). ■ Public or private enterprise. ■ In SMEs and micro-SMEs it assumes all qualification competences. ■ In large enterprises, it is possible to find jobs referred to just a single unit of competence of those that form the qualification.
Productive Sectors	■ It can be located in whatever productive sector.

PROFESSIONAL ENVIRONMENT

Relevant
related
occupations
and jobs

- Innovation Agent.
- Director of Human Resources.
- Director of Engineering.
- Director or responsible of Production.
- Director or responsible of Quality.
- Director or responsible of Marketing.
- Technical and/or Technology Director.
- Director of R+D.

