

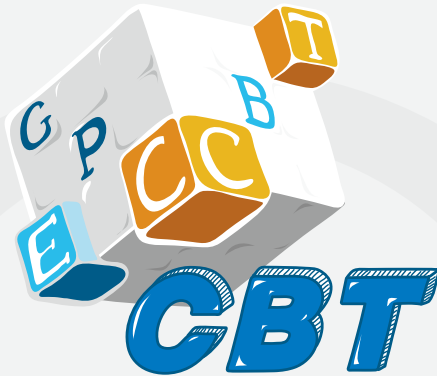


VEOLIA TRAINING APPROACH



# Veolia Competency Model

Create your learning path with us



# Veolia Employee Training

## Guidebook to Competency Model Version 2020

An assessment and planning tool to help employees identify key skills and behaviours needed in the corporation and to find suggestions for on and off the job activities which strengthen and improve performance.

Please refer to the supplementary Competency Based Training Video.



# INTRODUCTION

In Veolia, we follow the Competency Based Training (CBT) approach which is linked to GPEC (Note) to identify the training needs of our employees. Our training curriculum is developed as the result of individual competency assessments which will be conducted annually. This guidebook is prepared to provide guidance for employees on how to use the Veolia Competency Model to conduct competency assessments.

Our Veolia Competency Model outlines a common language of competencies for Veolia which is linked to the Job Activity outlined in GPEC. The competencies in the Model are a set of measurable performance criteria that help employees understand the professional, “on-the job” behaviors that they can display to improve their performance and therefore their chances of success in the company.

The Competency Model was created by merging several existing competency lists already in use by specific functions and countries in Veolia, and interviews with our Subject Experts. There are around 500 competencies (classified into 30 competency categories) in our Competency Model which are the most commonly used competencies in Veolia.

The guidebook provides the summary of 30 competency categories identified in the Competency Model.

For each category, you will find the following information:

- List of competencies within this category
- Suggested target for the competencies listed

NOTE: Please contact your HR for more information about GPEC.



# Completing Activity/Competency Assessment Form

## ● COMPLETING ACTIVITY/COMPETENCY ASSESSMENT FORM(Note)

After you have mapped your performance gaps on the grid on the previous page, you should be able to transfer the data to the competency assessment form.

Please remember for each competency assessed, please use the ratings of 1-5 as described on page 8.

There are 2 ways you can complete the form:

- (1) On the printed form - In the section 'Professional and Personal Development' in the annual performance appraisal form
- (2) Through MyLearning - <https://mylearning.veolia.com> (Please contact your local training coordinator for details)

NOTE: If your project has already adopted GPEC, then you will need to use the new Activity Assessment Form.

### Printed Form

MyLearning

<https://mylearning.veolia.com>

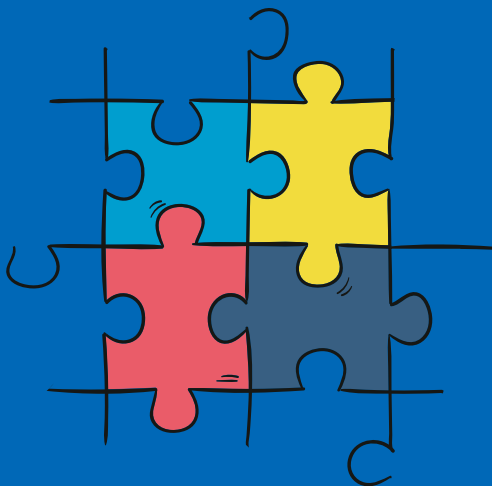




# COMPETENCY CATEGORIES AND COMPETENCY DESCRIPTION

Composed of 30 competency categories with around 500 most commonly used competencies in Veolia.

The competency model was created by merging several existing competency lists already in use by specific function, countries and business in Veolia, interviews with our Subject Experts to establish what abilities are needed for us to achieve business goals and identify goals and identify behaviours which improve performance.



## Resourcing the World

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威立雅培训方针



# 威立雅技能模型

与我们一起开创学习之路



# 威立雅员工培训

技能模型使用指南版本2020

一本能帮助员工评估工作学习计划和确定在公司里所需的关键技能的指引，协助找出工作以内以外的培训目标，加强和改善员工的技能及工作表现。

请参阅威立雅「技能本位培训」视频。





# 简介

在威立雅,我们采用与GPEC(注)相关联的技能本位培训(CBT)方针去分析识别我们员工培训需求, 我们的培训课程是根据每年员工填写的技能评估表而编写。这本书是作为员工如何使用威立雅技能模型的指引。

我们威立雅的技能模型是由一套与工作有关的技能组成, 该套技能与GPEC体系中的工作内容紧密相联。这些技能是一些可测量的「在职」表现标准, 帮助员工明白自己的工作需求, 使他们能改进自己的技能及在公司里有良好表现。

我们的技能模型是由几份威立雅已有的技能名单, 以及通过采访我们的专家顾问而建立的。目前, 我们的技能模型详列大约有500个(组成30个类别)威立雅最常用的技能。

本指引罗列了技能模型内的30个类别。在每个技能类别中, 您将找到以下信息:

- 各类别之内的技能清单
- 所列技能的建议对象

注: 关于GPEC的详细信息, 请与您的人力资源部门联系



### ● 填写工作内容 / 技能评估表格(注)

当你完成上一页的配对后，你才可以填写工作内容 / 技能评估表格。

请利用第8页的评分标准（1至5）来填表。

有两种填表方法：

- (1) 利用『年度绩效评估表格』内的“职业与个人发展”部分来填写
- (2) MyLearning - <https://mylearning.veolia.com>  
(请向你的当地培训联络员咨询)

打印评估表格

注：如果你的项目已经采用GPEC体系，那么  
你将会使用新的工作内容评估表格

**5 Professional and Personal Development**

**5.1 Competency Skills & Personal Development Plan**  
This will replace section 5.2 of Annual Appraisal Form

**1 Competency code: PD-21**

- Competency description:  
Able to use technical/analytical skills and handle unusual situation
- Competency body: Personal Development
- Training requested: Yes
- Deadline: 2017-01-01
- Comments / Actions:  
Direct Supervisor's Comments:  
Lead Comments:

**12 Annual Competency**

**平估表格**

**ing plan:**

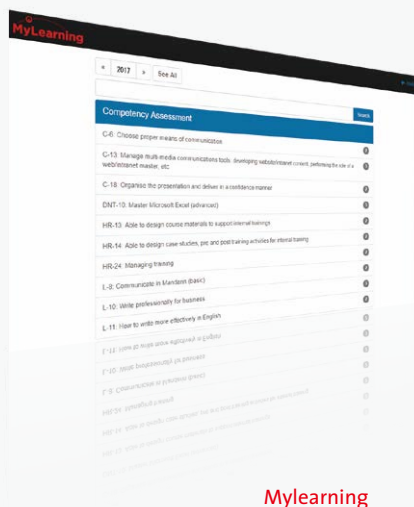
«Где-то есть ссылка на этот документ»

COMMENTS:  
«Где ссылка на документ»

FORM COMMENTS:  
«Где ссылка на документ»

Comments: «Где ссылка на документ»

Comments: «Где ссылка на документ»



## Mylearning

<https://mylearning.veolia.com>

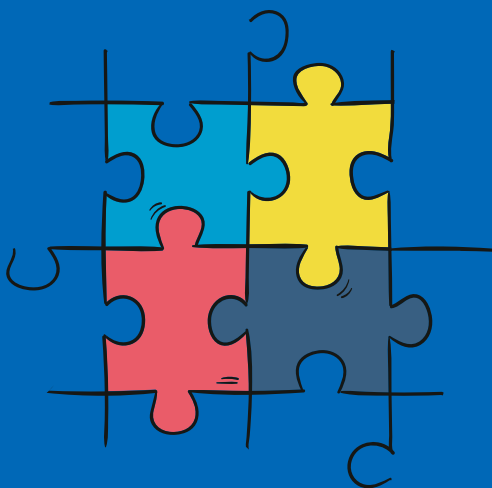




# 技能类别和说明

威立雅技能模型中现有大约500个最常用的技能，并且组成了30个技能类别。

我们威立雅的技能模型是由一套与工作有关的技能组成。这些技能是一些可测量的「在职」表现标准，帮助员工明白自己的工作需求，使他们能改进自己的技能及在公司里有良好表现。



资源再生 生生不息  
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