



## Competencies, Performance and Talent Data

Arla can get ahead by utilising functional competencies designed, signed-off and embedded by the top leaders in our own business.

Imagine top talents in Arla having their performance results correlated to their Arla-specific functional competencies. Evidence-based competency data management is not a luxury but a necessity for us to win the race, but it requires us to implement swiftly and be ready to track the data sets.

In HR we enable the business to deliver results by building our people's capabilities through best-in-class learning activities and expert consultancy. Therefore, our work with competencies is driven by HR but always in cooperation with the business.

This project will be led out of Viby and through a virtual environment so potential student's location is unimportant.

Your primary contacts will be Stephen Parker, Senior HR Consultant and the relevant stakeholders from the chosen business areas.

### The project we offer you

The topic for this project is one of high priority for the Executive Management Group and the HR Board. Working with Functional Competencies is of great importance when striving to reach our strategy and preparing our colleagues for

future challenges and opportunities.

We are looking for help in how to set up a model for measuring the links between functional competency assessment levels and improved actual business performance levels. This could both be at individual and group functional levels.

Basically what we want to answer is: Which competencies are most important and how should we best close gaps going forward? E.g. which are our top sales people's most important competencies today and what is needed in the future for them to continue to succeed?

Any project proposals in this area will be seriously considered.

### Student qualifications

This is a data-driven decision making task so potential students ought to have their focus on methods of transforming competency, performance and talent data into valuable business insight.

### How can you apply?

To apply for this thesis topic please send a synopsis and your CV to [thesis@arlafoods.com](mailto:thesis@arlafoods.com) no later than November 1 2015 with the subject name "03 STPAK". You will be notified whether your synopsis has been chosen by the thesis advisor for cooperation no later than November 13 2015.