

Competency Modeling

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Objective: Answer These Questions

- What are competencies?
- What do they look like?
- How are they developed?
- What are some best practices?

What is it?

- Refers to collections of knowledge, skills, abilities, and other personal characteristics (KSAOs) that are needed for effective performance in a particular job or profession.
 - Knowledge: Body of factual, technical, or procedural information
 - Skill: Capability, developed through training or practice, to perform job tasks
 - Ability: General human trait that gives one the capacity to carry out physical and mental acts required by a job's tasks
 - Other characteristics: personality traits, attitudes, work styles, preferences, or interests relevant to successful job performance

How are they used?

Hire

- Use assessments that measure competencies to hire job candidates with the most potential for success on the job.

Train

- Create training courses focused on developing mission critical competencies.

Develop

- Help employees use the competency model to guide the choice of job assignments and make other career choices.

Evaluate

- Develop a performance appraisal instrument that evaluates the competencies needed for successful job performance.

Promote

- Establish promotion criteria to define the competencies needed for success at different career levels.

What does a competency look like?

- **Common elements**
 - Name
 - Definition
 - Key behaviors
 - Proficiency levels
 - Categories of competencies (e.g., core, technical specialties, leadership)
- **Content variations**
 - Specific KSAO
 - More general description that may include a group of KSAOs
 - Clusters of activities or behavioral themes

Select OPM MOSAIC Competencies

Accident Investigation

- Knowledge of guidelines, regulations, and procedures associated with an accident investigation including the preservation of accident scene, root cause analysis, and evidence detection and handling.

Interpersonal Skills

- Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

Eye-Hand Coordination

- Accurately coordinates one's eyes with one's fingers, wrists, or arms to perform job-related tasks (for example, to move, carry, or manipulate objects).

Customer Service

- Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; Is knowledgeable about available products and services, and is committed to providing quality products and services.

Human Capital Management

- Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Commercial Example

Name	Definition	Typical Behaviors
Developing Others	Builds talent through coaching, training, and empowering	<ul style="list-style-type: none"> • Asks good questions to better understand the professional development needs and interests of others • Accurately diagnoses the development needs of others • Provides helpful direction and advice on professional and career development needs • Creates or suggests assignments that will build others' expertise and capabilities • Provides useful performance feedback to encourage others to address developmental gaps
Team Leadership	Sets clear expectations for team members, keeps them motivated, and resolves performance issues as they occur	<ul style="list-style-type: none"> • Clarifies roles, responsibilities, and work processes to improve team cohesiveness • Promotes collaboration and knowledge/resource sharing • Holds others accountable for work products and norms of conduct • Works to create synergy among team members and across organizations • Provides timely help and coaching to team members
Time Management and Follow Through	Manages multiple priorities and responsibilities effectively, and ensures the timely completion of quality work	<ul style="list-style-type: none"> • Manages own time effectively to complete tasks in the most efficient manner • Priorities workload to focus on highest-leverage activities • Follows through on assignments to ensure they meet expectations • Multitasks effectively without sacrificing quality

SHRM Example: Relationship Management

Definition: The ability to manage interactions to provide service and to support the organization

Cluster: Interpersonal

Subcompetencies:

- Business Networking Expertise
- Visibility
- Customer Service (internal and external)
- People Management
- Advocacy
- Negotiation and Conflict Management
- Credibility
- Community Relations
- Transparency
- Proactivity
- Responsiveness
- Mentorship
- Influence
- Employee Engagement
- Teamwork
- Mutual Respect

Behaviors:

- Establishes credibility in all interactions
- Treats all stakeholders with respect and dignity
- Builds engaging relationships with all organizational stakeholders through trust, teamwork and direct communication
- Demonstrates approachability and openness
- Ensures alignment within HR when delivering services and information to the organization
- Provides customer service to organizational stakeholders
- Promotes successful relationships with stakeholders
- Manages internal and external relationships in ways that promote the best interests of all parties
- Champions the view that organizational effectiveness benefits all stakeholders
- Serves as an advocate when appropriate
- Fosters effective teambuilding among stakeholders
- Demonstrates ability to effectively build a network of contacts at all levels within the HR function and in the community, both internally and externally

Relationship Management

Proficiency Standards by Career Level

Early Level

- Listens effectively to potential issues before reacting with solutions
- Serves as frontline liaison with vendors/suppliers
- Refers potentially difficult interactions to manager
- Seeks opportunities to interact with stakeholders
- Provides outstanding customer service experience to employees and other stakeholders
- Facilitates the resolution of transactional conflicts that arise
- Provides basic information for resolution of conflicts
- Develops a network of contacts both within the organization and with external partners serving the organization
- Networks with HR peers, both internal and external to organization
- Demonstrates effective interpersonal skills
- Develops a strong and positive reputation both internally and externally as a neutral and approachable HR representative
- Prevents transactional conflicts when possible
- Provides first point of contact for employee questions
- Communicates and demonstrates support for HR decisions passed down even if not consistent with own point of view

Mid Level

- Oversees transactional and/or preliminary stage of employee relations issues
- Assists early-level HR professionals in building networks with higher-level leaders in the organization
- Recognizes potential employee relations issues in a proactive manner and either resolves the issue or moves the concern to senior leaders
- Mediates difficult interactions, escalating problems to higher level when warranted
- Develops network of contacts of internal and external stakeholders, including frontline managers, HR peers and job candidates
- Develops a reputation as a neutral and approachable HR professional serving employees and the organization
- Oversees interactions with vendors/suppliers to maintain service quality
- Ensures early-level HR professionals are providing customer-oriented service
- Ensures that HR decisions from senior leaders are understood and communicated by HR representatives
- Fosters positive team environment among staff
- Identifies staff networking opportunities and venues
- Assists senior HR professionals in the facilitation of difficult interactions among stakeholders
- Develops new partnerships with employees and frontline managers
- Facilitates conflict resolution meetings

Relationship Management

Senior Level

- Provides opportunities for employees to interact and build relationships
- Provides career mentorship to mid-level career professionals
- Develops and coordinates HR relationship management objectives and resources
- Mediates difficult employee relations and/or other interactions as a neutral party
- Develops policies and practices for resolving conflicts
- Resolves escalated conflicts among stakeholders
- Develops new partnerships and maintains existing partnerships with vendors, employees and supervisors to maximize value to the organization
- Manages challenging issues in union and non-union environments
- Negotiates with internal and external stakeholders, including vendors, staff and leaders
- Builds consensus and settles disputes internal to HR on policy and practice decisions
- Oversees customer service objectives and outcomes
- Designs programs and policies to cultivate a strong customer service culture in the HR function
- Engages mid-level and early-level staff by building relationships
- Facilitates difficult interactions among organizational stakeholders to achieve optimal outcomes
- Develops a network of contacts, including senior leaders, operational teams, staff, peers, suppliers/vendors and community leaders across organizations

Executive Level

- Designs strategies for improving relationship management performance metrics
- Networks with and influences legislative bodies, union heads and external HR leaders
- Develops and champions organizational customer service strategies and models
- Negotiates with internal and external stakeholders to advance the interests of the organization
- Designs strategies to ensure a strong customer service culture in the HR function
- Creates conflict resolution strategies and processes throughout the organization
- Oversees HR decision-making process to ensure consistency with HR and business strategy
- Develops strategic relationships with internal and external stakeholders
- Fosters a culture that supports intra-organizational relationships throughout the organization (e.g., silo busting)
- Designs strategic opportunities and venues for employee networking and relationship building
- Proactively develops relationships with peers, clients, suppliers, board members and senior leaders

How are competencies developed?

- **Involve and get the input of multiple subject matter experts**
 - Executives
 - Job incumbents
 - Supervisors
 - Trainers
- **Use multiple data collection methods**
 - Environmental scans
 - Job observations
 - Structured interviews
 - Focus groups
 - Surveys

Best Practices

- Determine the structure of the competency model upfront
- Involve multiple, key stakeholder groups
- Use rigorous research methods to develop competencies
- Consider future-oriented job requirements
- Include both fundamental (cross-job) and technical (job-specific) competencies
- Maintain the currency of competencies over time