

Occupational Competency Models: Taking Infant/Toddler Caregiving to The Next Level

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Objectives

- Distinguishing between traditional occupational analysis and competency modeling.
- Raising awareness of the value of competency models as an occupational advancement tool.
- Providing examples of how competency models can improve occupational performance.

Traditional Occupational Analysis

An occupation = “physical sciences” object

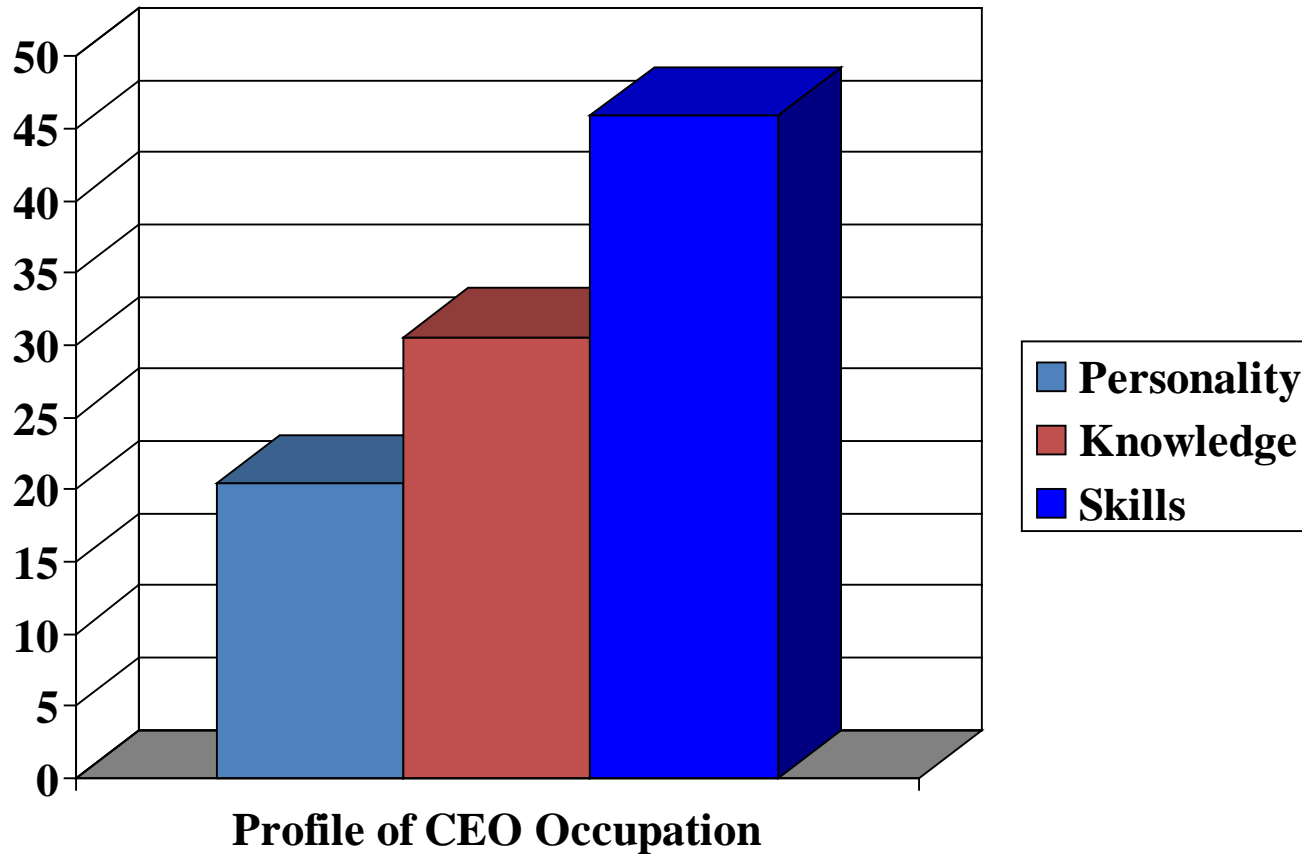
An occupation is...

An entity that exists separately from the individual performing it, and that needs to be observed and described, so that it can be measured.

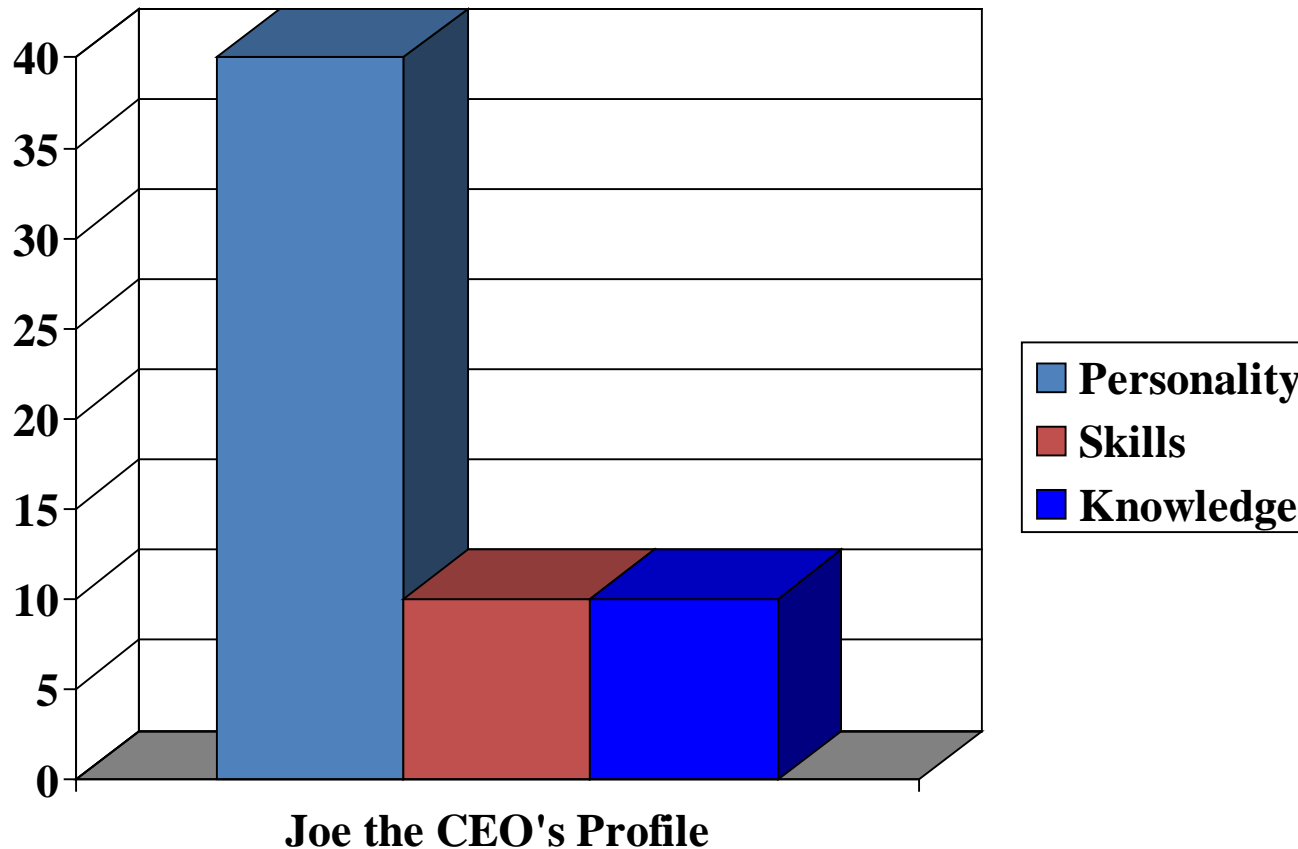


Occupation
incumbent

Occupations are observed and described so that they can be measured

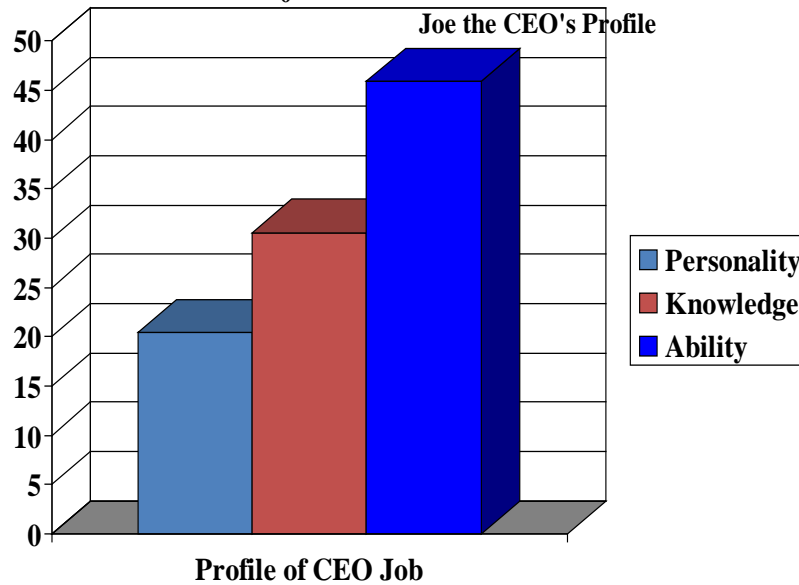
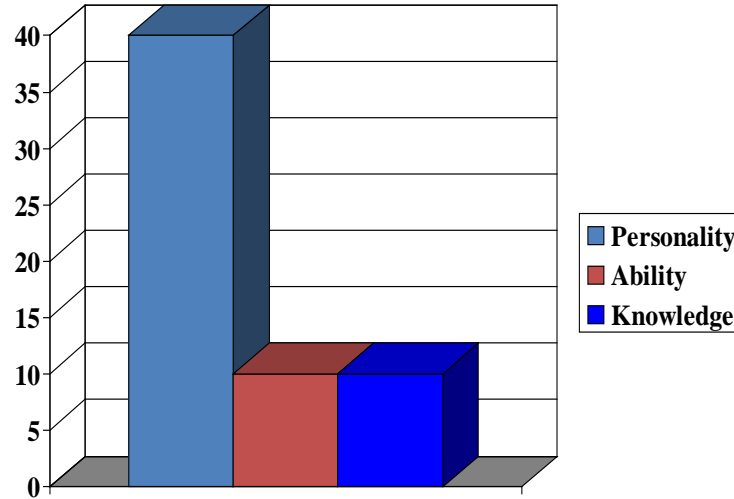


Applicants are also assessed to measure their Knowledge Skills and Abilities...

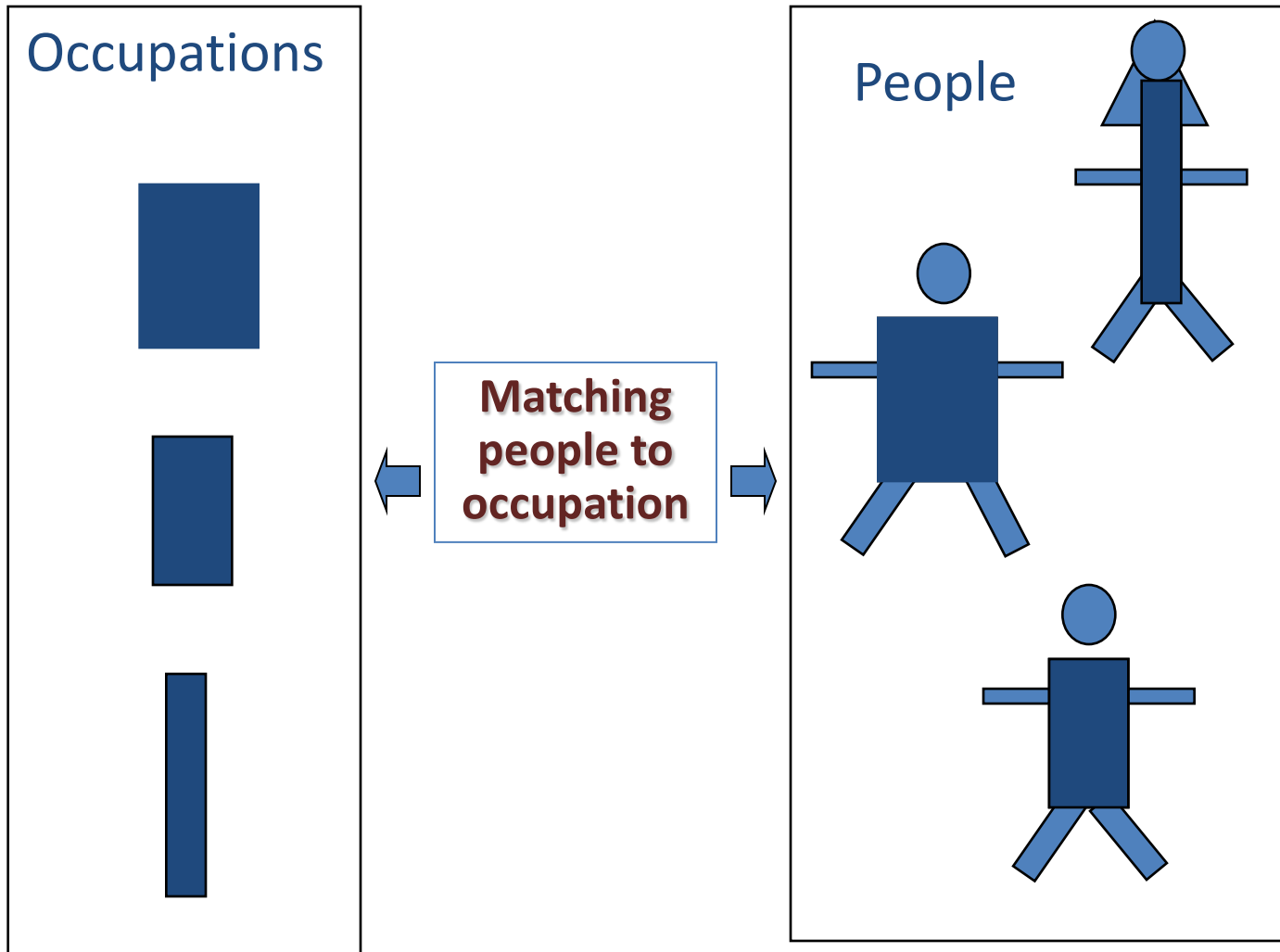


So that one
can determine
occupation-
applicant fit...

FIT



TRADITIONAL OCCUPATIONAL ANALYSIS APPROACH



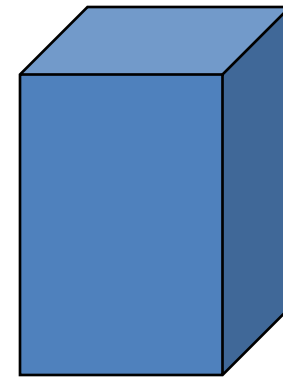
TRADITIONAL OCCUPATIONAL ANALYSIS APPROACH:

Occupation = “external” object

Occupation
incumbent 1



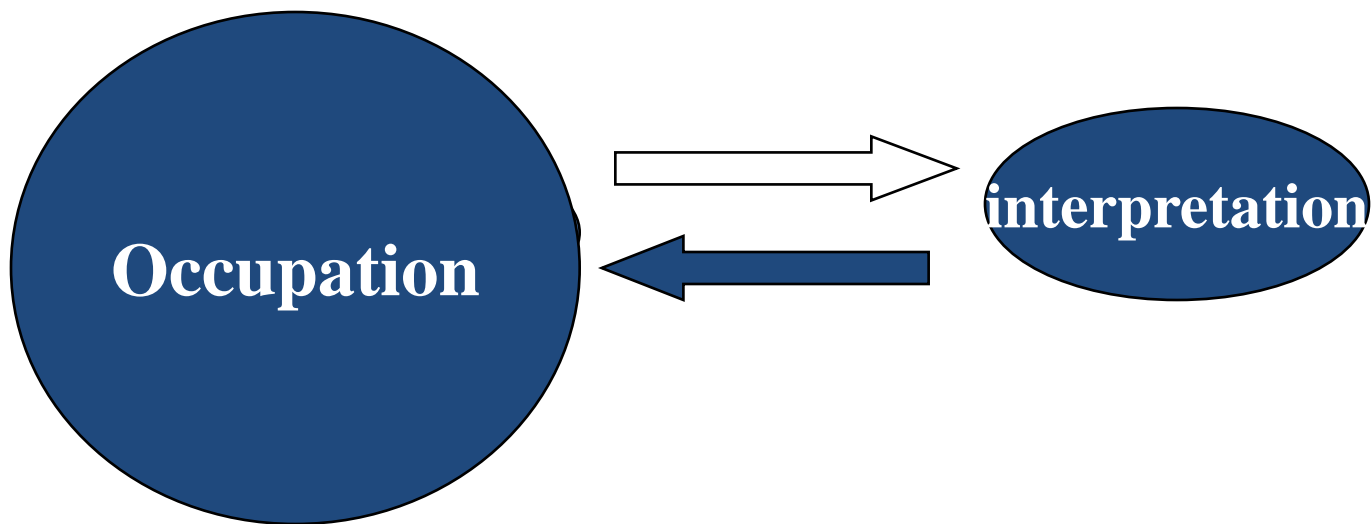
Occupation
incumbent 2



occupation

DISAGREEMENT = ERROR

Occupational enacting: *the process of interpreting and enacting the experience of work. This is a two-way process, because reinterpretations are not only cognitive adjustments, but change how one performs the occupation.*



To some extent, people take a different approach to their occupation, and some approaches are better than others...

Occupation
incumbent 1



DISAGREEMENT = ENRICHES OUR
UNDERSTANDING OF THE
OCCUPATION

Occupation
incumbent 2



OCCUPATIONS AS SEEN BY...

AND AS SEEN BY...

Traditional Occupational
Analysis

Competency Modeling

Focuses on minimum requirements for typical performance (most helpful in identifying new entrant requirements).

- Focuses on loosely coupled behavioral themes that characterize maximal performance -excellence beyond basic job mastery.

Traditional Occupational
Analysis

Competency Modeling

It's primarily
descriptive: and past-
oriented:

it provides an
account of how
people have
performed their
occupation to date
(in-role, transactional
contract).

- It's primarily
prescriptive: signals
the “themes” that
inform excellent
performance (extra-role,
relational and
transformational
contract) in the future.

COMPETENCIES: DEFINITIONAL NIGHTMARE?

Competency models refer to collections of knowledge, skills, abilities, and other characteristics (KSAOs) that are needed for effective performance in the jobs in question (Campion et al, 2011, Personnel Psy.)

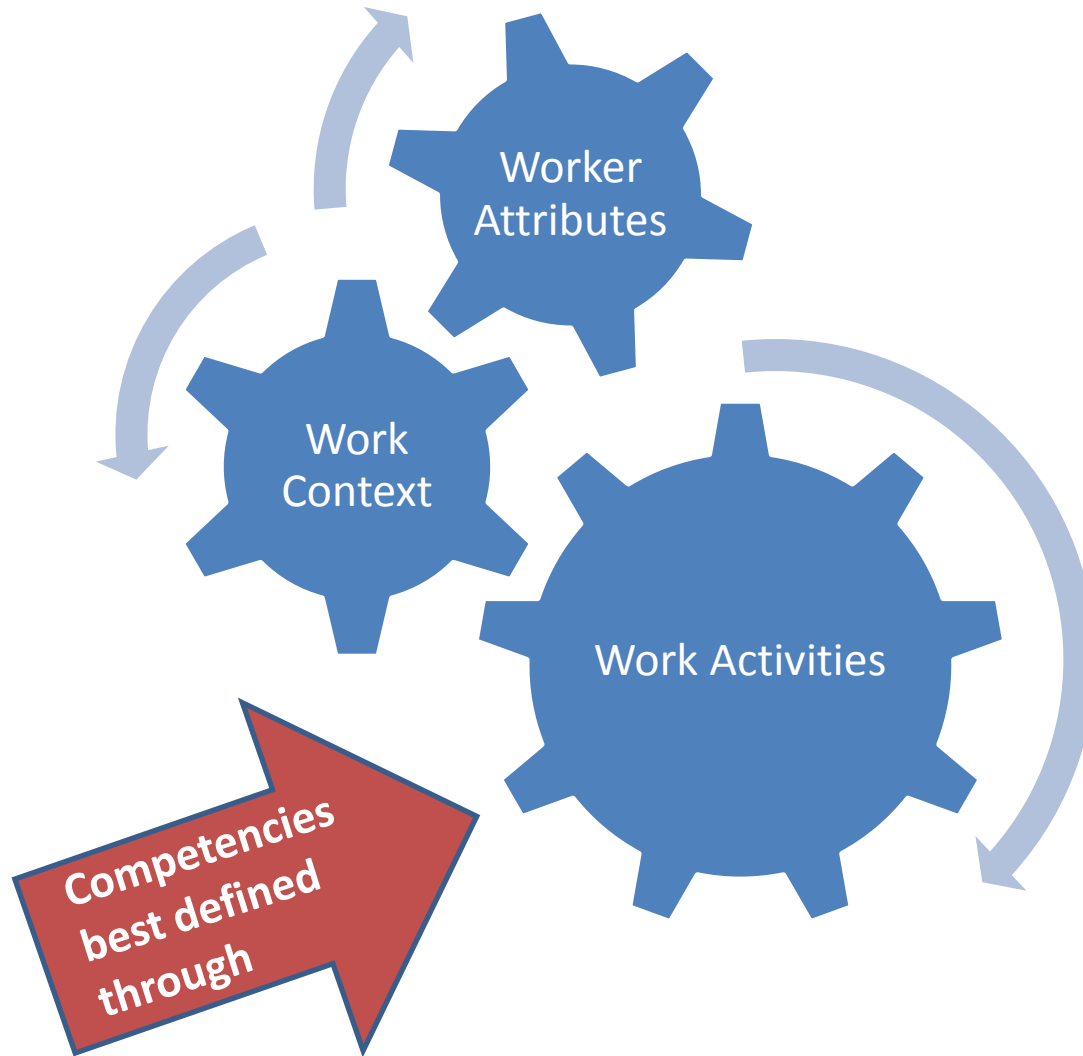
OR

Sets of behaviors that are instrumental in the delivery of desired results or outcomes (Bartram, 2005, Journal of Applied Psychology)

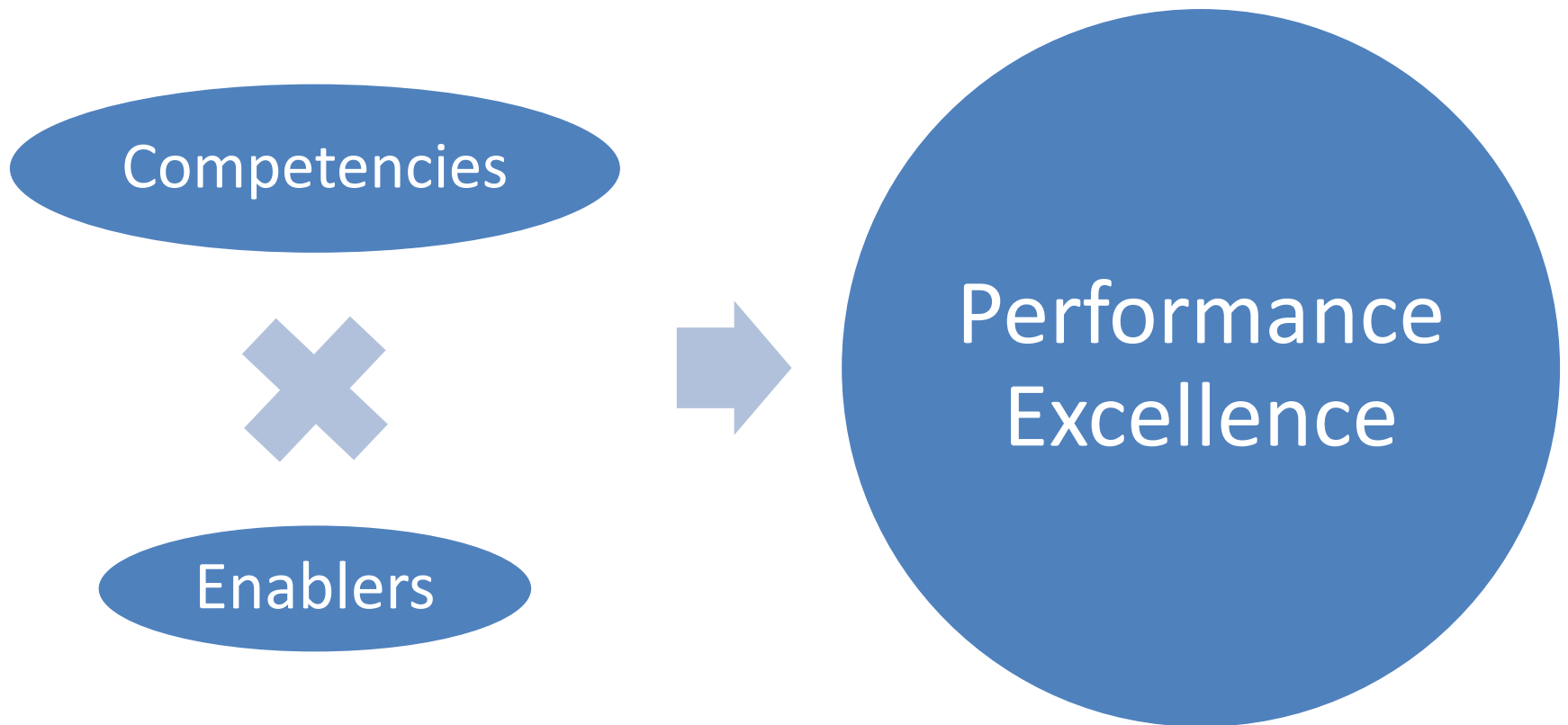
OR

Behavioral themes (i.e., loosely coupled patterns of behavior) that are thought to drive performance excellence (Sanchez & Levine, 2009, Human Resource Management Review).

Types of Occupational Analysis Data



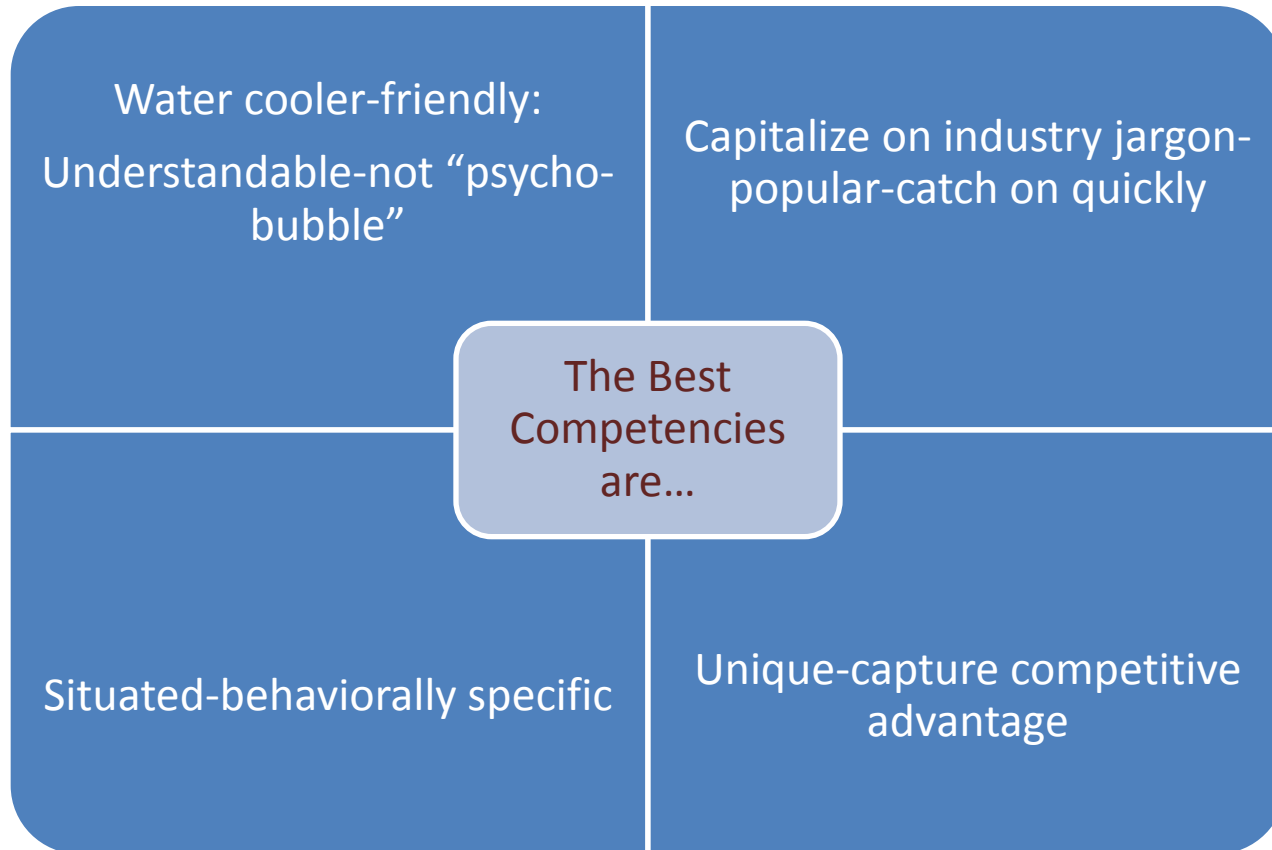
NEED TO DISTINGUISH BETWEEN...



DISTINGUISHING AMONG COMPETENCIES (CO), ENABLERS (EN) RESULTS (RE)

SURVEY SAYS...

Measure	CO	RE	EN
Cost per hire		●	
Trouble shooting	●		
Risk-taking culture			●
Revenue from repeat customers		●	



Example One:
A multinational firm focused on renewable energy....

Energizing Leaders

**Build a Global
Community**

**Drive
Excellence**

**Show Passion for
the Future**

**Grow Our
Talent**

**Think
Commercially**

Grow Our Talent



Grow others

Create opportunities for people to build skill & capability

Be a great coach

Help people to be successful by flexing your style to meet their needs

Develop talent generously

Take pride in attracting, growing, and sharing talent around _____

Build self-awareness

Take responsibility for your own growth & development

Example Two:
The U.S. Veteran Administration...

A New Behavioral Script for the U.S. Veteran Administration...

VHA is a hospital system

- The VHA is a healthcare system

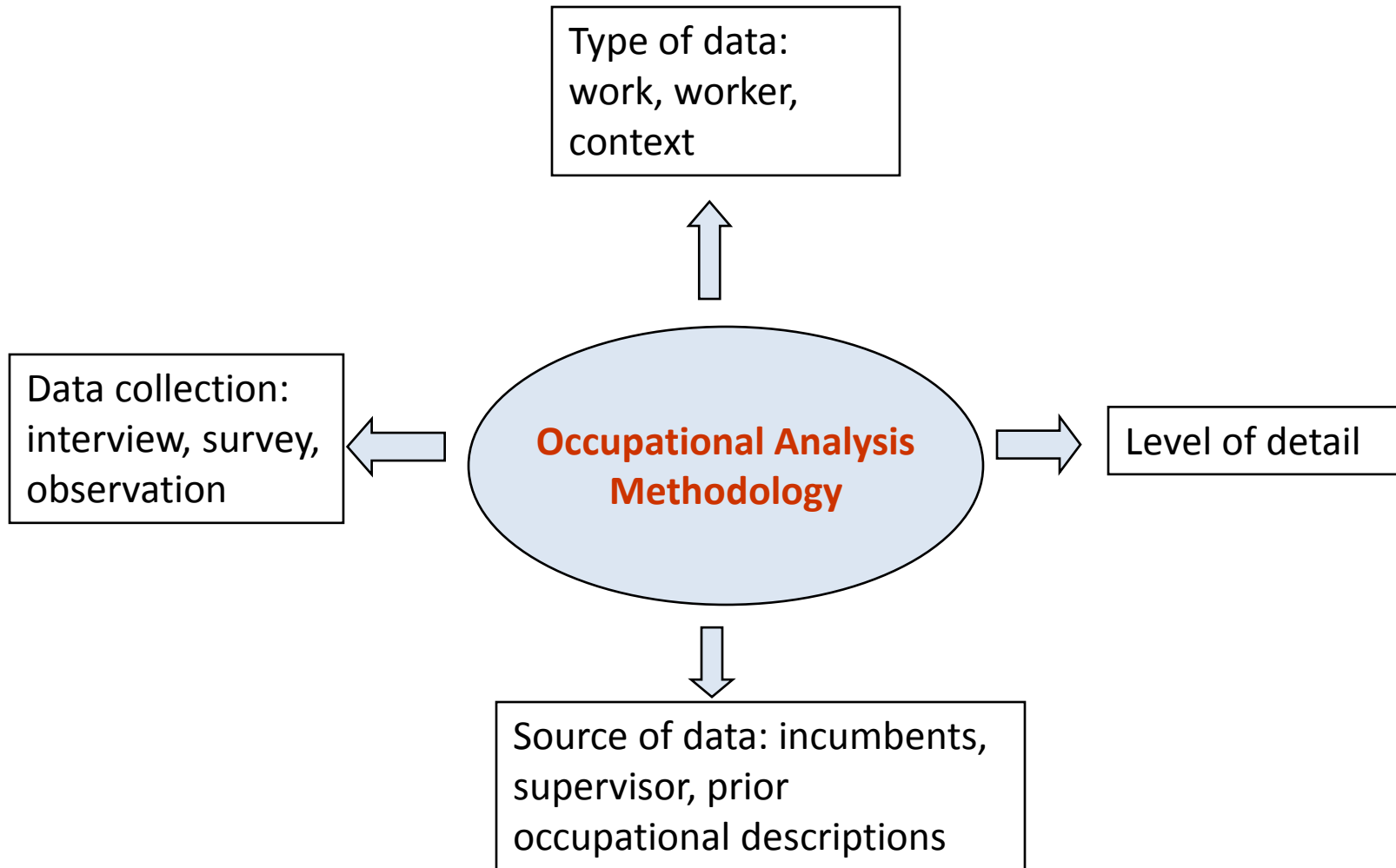
Competency	Definition	Sample Behavior
Systems Thinking	Understands and appreciates the consequences of actions on other parts of the system; looks at the big picture; “connecting the dots.”	Considers the impact on others before changing work processes

Expectations of life-long employment

- Expectation of life-long employability

Competency	Definition	Sample Behavior
Personal Mastery (PM)	Dealing with oneself and managing one's own career	Confronts interpersonal conflicts blocking achievement of goals

METHODOLOGICAL DECISIONS AHEAD...



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Bio sketch



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- Approximately 100 articles in refereed journals; over 6,300 Google Scholar citations.
- *Academy of Management Journal, the Academy of Management Executive, the Journal of Applied Psychology, Annual Review of Org. Behavior, Annual Review of Psy., the Journal of International Business Studies, Journal of Organizational Behavior, Personnel Psychology, Group and Organization Management, Human Resource Management, Journal of Business Ethics, Organizational Research Methods, etc.*
- Former JOOP associate editor and consulting editor of the *JAP, Personnel Psy., Group and Organization Management, Journal of Int'l Business*, among others
- He earned his Master's and Ph.D. in Organizational Psychology and Management from the University of South Florida, Tampa.
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- Public Member of the U.S. State Department's Board of Examiners of the Foreign Service, Special Government Employee of the Social Security Administration, three-time panelist of the National Academy of Sciences.
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