



Competency Modeling Overview: What, Why, and How

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**Melissa Asher, PMP,
SPHR, SHRM-SCP**
CPS HR Consulting
Senior Leader



**Mike Masternak,
M.A., DAGS**
CPS HR Consulting
Senior Consultant



**Niki Polk, M.A., SPHR,
SHRM-SCP, PMP**
CPS HR Consulting
Principal Consultant

Agenda

What Are Competencies?

Why Do Competencies Matter?

How Can You Develop
Competency Models and Integrate
Them Into Your HR Processes?





Competency Defined. Research Based. Focus is on the Exemplary Performer. The Competency Model.

WHAT ARE COMPETENCIES?

POLL QUESTION:

Which of these statements characterizes your understanding of competencies and competency models?

- I have never heard of them.
- I have heard of them, but am unclear about what they are.
- I have a moderate level of understanding about them.
- I know what they are, and I have experience developing them.
- I know what they are, and I have led the development of them.

What Are Competencies?

Competency Defined

Competencies are the knowledge, skills, behaviors, personal attributes and other characteristics that are associated with or predictive of successful job performance.

Teamwork

Decision Making

Building Trust

Adaptability

What Are Competencies?

Competency Defined

“A **competency** is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance.”

- Spencer & Spencer
Competence at Work



What Are Competencies?

Research Based

Present-day understanding of the importance of competencies in the workplaces are founded in work of psychologists, such as

- ❑ John Flanagan (early 1950s)
- ❑ Robert White and David McClelland (late 1950s – 1970s)
- ❑ George Klemp, Richard Boyatzis, David Dubois, William Rothwell, Lyle Spencer, and Singe Spencer (1970s – 1990s)
- ❑ Michael Zwell, David Dubois, and William Rkothwell (2002 – present)



What Are Competencies?

Focus is on the Exemplary Performer

- ❑ Exemplary performers may be 20 times more productive in achieving results compared to other experienced incumbents.
- ❑ Knowing what makes “superstars” successful results in better selection systems to hire better performers.
- ❑ Competencies developed by using exemplary employees will lead to development of those capabilities in the current workforce.



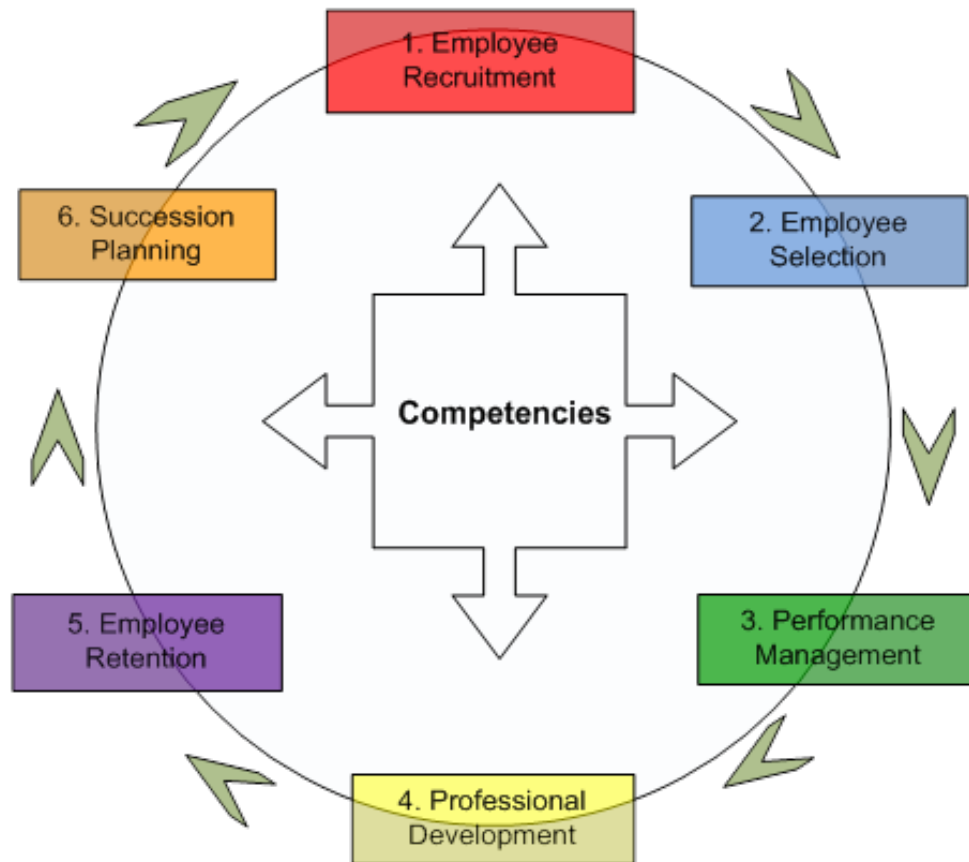
What Are Competencies?

The Competency Model

- ❑ A set of 8 – 12 competencies unique to a classification or job cluster that distinguish exemplary performers
- ❑ Outcome-focused rather than activity-focused
- ❑ Align with organizational values
- ❑ Number of models is based on considering largest classifications, other groupings, and supervisor/manager/Executive employees
- ❑ Integrated throughout all human resources systems and practices within an organization



Integrated Competency Model





Teach a Turkey or Hire a Squirrel? Competencies are Important!

WHY DO COMPETENCIES MATTER?

Why Do Competencies Matter?

“You can teach a turkey to climb a tree, but it is easier to hire a squirrel.”

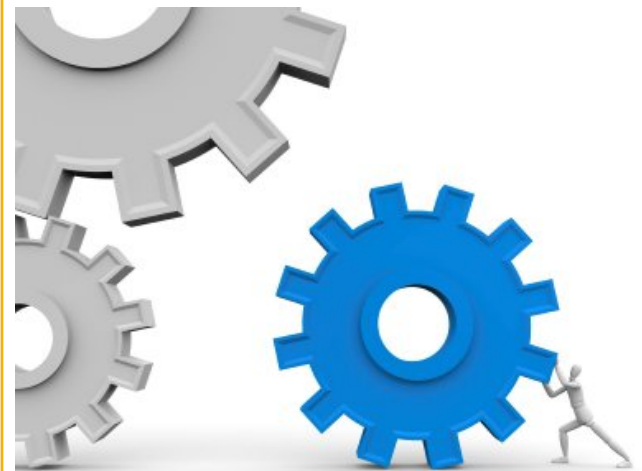
- Spencer & Spencer
Competence at Work



Why Do Competencies Matter?

Competencies Are Important!

- ✓ Integrate human resource strategy with business strategy
- ✓ Provide a framework for integrating all workforce processes, such as recruitment, selection, performance management, development, retention, and succession planning
- ✓ Allow focus to be on people and outcomes rather than on tasks and activities
- ✓ Help employees understand what helps drive successful performance
- ✓ Help shape organizational culture





How do you think using
competency models would benefit
your organization?

Developing a Competency Model. Integrating the Model.

HOW CAN YOU DEVELOP COMPETENCY MODELS AND INTEGRATE THEM INTO YOUR HR PROCESSES?

Developing a Competency Model



Conduct Behavioral Event Interviews with superior and average employees




Observe superior and average employees on the job



Conduct focus groups with subject matter experts (SMEs) using a competency library*

*Rigorous enough to provide useful, defensible results; cost-effective; and a reasonable investment of time

Developing a Competency Model

- ❑ Use an existing library that contains definitions
 - [CPS HR Library](#)  CPS HR Library
 - [CalHR Library](#)
 - [OPM Library](#)
- ❑ Consider focus on the public sector
- ❑ Use a library that includes the full range of competencies for virtually all jobs in your organization

Competency
Library



Developing a Competency Model

Action Oriented

Consistently maintains high levels of activity or productivity; sustains long working hours when necessary, works with vigor, effectiveness and determination over a sustained period.

Adaptability

Adapts well to changes in assignments and priorities; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; approaches change positively and adjusts behaviors accordingly.

Applied Learning

Able to learn and properly apply new job-related information in a timely manner. Has the ability to absorb and comprehend job-related information from formal training and other formal and informal learning experiences.

Building Trust

Interact with others in a way that gives them confidence in one's motives and representations and those of the agency. Is seen as direct and truthful; keeps confidences, promises, and commitments.

Developing a Competency Model

Step 1: Competency Identification Using Focus Groups of Subject Matter Experts (SMEs)

- ❑ Current tasks and responsibilities
- ❑ Successful “outcome-driven” performance
- ❑ Competency library and selection of “must haves”
- ❑ Top 10 competencies as demonstrated by exemplary performers

Step One



Developing a Competency Model

- ❑ Exemplary employees and supervisors
- ❑ 8 – 12 participants in each group
- ❑ Number of groups depends on size of organization, number of office locations, number of classifications, etc.
- ❑ Consider employee input for buy-in and Union input
 - ✓ Weighting
 - ✓ Group composition



About SMEs

Developing a Competency Model

Step 2: Visionary Process and Alignment Check

Identify those competencies that align with the vision, mission, and strategic plan of the agency.

Step Two



POLL QUESTION:

Based on the current needs of your organization, where would you integrate competencies into your human resources system first?

- Recruitment and Selection
- Performance Management
- Professional Development
- Why wait? All of the above!

Integrating the Model



Recruitment and Selection

- Address organizational deficiencies
- Align with vision and values
- Difficult to change through training and development

Performance Management

- Objectives: The **what** of the job
- Competencies: The **how** of the job
- Development Plan: The **way** to success

Professional Development

- Focus on organizational development
- Consider individual development

Integrating the Model

Competencies	Recruitment and Selection	Performance Management	Professional Development
Action Oriented	X	Optional	
Adaptability	X	Required	
Applied Learning	X	Optional	
Building Trust		Optional	
Communication	X	Required	
Conflict Management	X	Required	
Customer/Client Focus	X	Optional	
Decision Making/Problem Solving		Required	
Initiative	X	Required	
Safety Awareness		Optional	X
Stress Tolerance	X	Optional	
Teamwork		Optional	X

Questions?





CPS HR is also available if you have any questions about the content presented in this webinar.

**Melissa Asher, PMP,
SPHR, SHRM-SCP**
MAsher@cpsshr.us

**Mike Masternak,
M.A., DAGS**
MMasternak@cpsshr.us

**Niki Polk, M.A., SPHR,
SHRM-SCP, PMP**
NPolk@cpsshr.us