
Development and Validation of a Competency Model

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What is a Competency?

- Observable, measurable pattern of capabilities and behaviors required to perform work activities successfully
- Broader than its constituent capabilities

What is Competency Modeling?

- Process that combines art and science to determine the capabilities needed to be successful in an organization
- Capabilities often include
 - ✓ Work-related roles
 - ✓ Job behaviors
 - ✓ KSAOs

What are KSAOs?

- *Knowledge*: Technical body of material directly involved in the performance of a job
- *Skill*: Capacity to perform tasks requiring use of tools, equipment, and machinery
- *Ability*: Capacity to carry out physical and mental acts required by tasks where tools, equipment, and machinery is not needed; often reflects application of some knowledge base
- *Other Characteristic*: Includes interests, temperaments, and personality traits

Why Develop a Competency Model?

- Serve as the foundation for an integrated human resource system
- Use for
 - ✓ Selection/Promotion
 - ✓ Training
 - ✓ Development
 - ✓ Managing performance
 - ✓ Compensation
 - ✓ Recruitment
 - ✓ Marketing

What are Some Potential Components of a Competency Model?

- Competency
 - ✓ Definition
 - Specific KSAOs
 - General description
 - ✓ KSAOs
 - ✓ Behavioral indicators
- Meta-Competency
 - ✓ Associated competencies
 - ✓ Definition

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

Examples

- Coaching and Developing
- Creative Thinking
- Customer Orientation
- Decisiveness
- Planning and Managing Resources
- Self-Management
- Strategic Thinking
- Written Communication

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

✓ Definition

- Specific KSAOs

Example

***Empowering Others:** Involves collaboratively defining boundaries and outcomes of work responsibilities; instilling a sense of work ownership; delegating authority and responsibility; sharing information; and supporting and valuing the products or outcomes of an empowered workforce.*

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

✓ Definition

- Specific KSAOs

Example

***Fostering Teamwork:** Involves collaborating with others to create optimal solutions; working as a partner with unions to facilitate achievement of goals; fostering a team approach to work; promoting partnerships between work units; sharing information with others; recognizing and rewarding team accomplishments; and sharing decision making authority with team members.*

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

✓ Definition

- General description

Example

***Empowering Others:** Is providing others with more control over their jobs and their decision making authority.*

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

✓ Definition

- General description

Example

***Teamwork and Collaboration:** Is encouraging, facilitating, and sustaining cooperative working relationships and teaming efforts within the organization.*

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

✓ KSAOs

Examples

- Knowledge of appropriate method to communicate a message
- Knowledge of customer's business and business trends
- Ability to analyze factors contributing to conflict
- Ability to tailor communication to the intended audience
- Skill in using a personal computer
- Skill in using a microphone
- Awareness of own biases
- Resilience

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

- ✓ Behavioral indicators

Example

Conflict Management:

- Identifies causes of conflict
- Uses mediation to resolve causes of disagreement
- Maintains professionalism when dealing with adverse situations
- Identifies common interests and goals to resolve conflict

What are Some Potential Components of a Competency Model? (Continued)

➤ Competency

- ✓ Behavioral indicators

Example

Vision:

- Takes responsibility for creating a strategic vision for the organization
- Obtains resources to accomplish the organization's vision
- Articulates a clear, appealing, and inspiring vision to all levels in the organization

What are Some Potential Components of a Competency Model? (Continued)

- Meta-Competency
 - ✓ Associated Competencies
 - ✓ Definition

Example

***Managing for Results:** Involves the ability to stress accountability, continuous improvement and customer service to make timely and effective decisions, and to produce results through strategic and tactical planning and the implementation and evaluation of programs, policies, and processes.*

What are Some Potential Components of a Competency Model? (Continued)

- Meta - Competency
 - ✓ Associated Competencies
 - ✓ Definition

Example

***Professional and Personal Growth:** Involves the ability to honestly reflect on one's effectiveness and commitment, to seek feedback from others, and to act on the basis of reflection and information received.*

Who Develops Competency Models?

- Human resource professionals
- Expert panel
 - ✓ Core group of relevant stakeholders
- Subject matter experts
 - ✓ Employed by organization for at least 3 years
 - ✓ Knowledgeable about job requirements for target job or level(s)

What Issues Need to Be Considered When Developing a Competency Model?

- How critical is legal defensibility?
- How detailed does the competency model need to be?
 - ✓ General descriptions
 - ✓ Specific KSAOs

What Issues Need to Be Considered When Developing a Competency Model? (Continued)

- How will the competency model be applied?
 - ✓ Organization-wide

Example

Oral Communication: Expresses self and conveys information in a clear, organized, and understandable manner; makes formal and informal presentations to various groups; speaks confidently and clearly during public presentations; tailors communication to the intended audience to enhance understanding or interest; responds quickly and comprehensively to inquiries; listens to and understands others; incorporates persuasion techniques, as appropriate, when communicating with others; uses relevant information in communications to support an idea; addresses miscommunications or misperceptions directly and clearly; and ensures all interested parties are informed about key activities.

What Issues Need to Be Considered When Developing a Competency Model? (Continued)

- ✓ Scaled by level

Example

Oral Communication (Managerial): Expresses ideas and facts orally in a clear and understandable manner; tailors communication to intended audience; listens to and understands others; assesses when to speak and when to listen; delivers a clear, organized, and convincing oral presentation; and knows appropriate methods to communicate a message.

Oral Communication (Executive): Delivers, clear, organized, and convincing oral presentations; tailors communication to the intended audience or medium; expresses ideas and facts orally in an understandable manner; and listens to and understands others.

➤ Other?

What Are the Differences Between Job Analysis and Competency Modeling?

- **Camp A: Different**
 - ✓ Focuses on broader picture of organizational mission and goals
 - ✓ Less reliant on job analytic information
- **Camp B: Essentially the same**
 - ✓ Job analytic information serves as the foundation
 - ✓ Differences appear in the labeling

What Are the Basic Approaches to Developing a Competency Model?

➤ Off-the-Shelf

➤ Customized

✓ Approach A: Top-down

- Review organizational mission and goals
- Identify meta-competency and competency labels
- Develop competency definitions

✓ Approach B: Bottom up

- Identify KSAOs (via job analysis)
- Determine job-related competencies (KSAO categories)
- Develop competency definitions (based on KSAOs)

How Do I Develop a Competency Model Using Approach A?

- Discuss organizational mission and goals with SMEs
- Describe meta-competencies and competencies required to successfully meet mission and goals
- Define general meta-competencies and competencies

How Do I Develop a Competency Model Using Approach B?

- Prepare preliminary list of KSAOs
- Prepare preliminary list of major job requirements
- Refine lists
- Collect importance ratings
- Collect linkage judgments
- Conduct retranslation of KSAOs
 - ✓ Determine competencies

How Do I Develop a Competency Model Using Approach B? (Continued)

- Prepare competency model
 - ✓ Determine meta-competencies and definitions
- Package competency model
 - ✓ Graphic representation
 - ✓ Narrative descriptions

Why Would I Use Approach A?

- Efficient to develop
- Competencies reflect the organization's mission and goals
- Not possible to collect job analytic information
- Other?

Why Would I Use Approach B?

- Job analytic information provides all requisite data to support HR programs
- Competency model is easily applied
- Competencies are independent
- Other?

How Do I Determine What the Right Approach is for Me?

- Purpose or use of competency model
- Time constraints
- Availability of SMEs
- Other?