



The Competency Movement from Research to Practice

Ms. Patricia Kasold

April 27 and April 28, 2010

**DoD Executive Management Training Center
Southbridge, Massachusetts
April 26-29, 2010**



Session Objectives

- Share the history of competency models
- Link the applicability of competency models for leadership training and development
- Discuss the impact of competency-based development on Human Resources
- Make the business case for using competency models



Milestones in History

- The Romans practiced competency profiling to determine the attributes of a *"good Roman soldier"*
- 1954 - John Flanagan established the *"Critical Incident Technique"* used by the Air Force in WW II
- 1970s David McClelland developed the term *"competency"*
- 1980s Richard Boyatzis writes the first empirically based book on competencies, *"The Competent Manager: Model for Effective Performance"*
- 1990s Andrew Klein, introduces the concept that *"competencies are a collection of observable behaviors"*
- 2000s Fortune 500 Companies group competencies *"Leadership, Behavioral and Technical Competencies"*



Why Competency Models are Important

- Provide direction
- Are measurable
- Can be learned
- Can distinguish and differentiate the organization
- Help integrate management practices



The Impact of Competency Models

- Emphasis shifts from position to people
- Strengthens organizational capabilities and values
- Supports career paths and opportunities for progression
- Enables systematic and integrated workforce development
- Establishes expectations for performance
- Focuses leadership hierarchy on results and continuous improvement



The Business Case for Competency-based Development

- Proven method of development
- Establishes expected levels of proficiency
- Building block for developing leaders
- Provides for fair and accurate feedback
- Drives employee performance and improvement
- Garneres employee support and trust
- Return on the Investment

Next Steps

- Utilizing audience feedback from the session, notate next steps on this slide
- You may close the presentation and note on screen during the session

Thank You

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Session Objectives

- Discuss OPM's involvement in Competency Modeling
- Share current applications of Competency Modeling
- Discuss future applications of Competency Modeling
- Discuss how Competency Models add value



“Competency” Defined

A measurable pattern of skills, knowledges, abilities, behaviors, and other characteristics which an individual needs to perform work roles or occupational functions successfully.

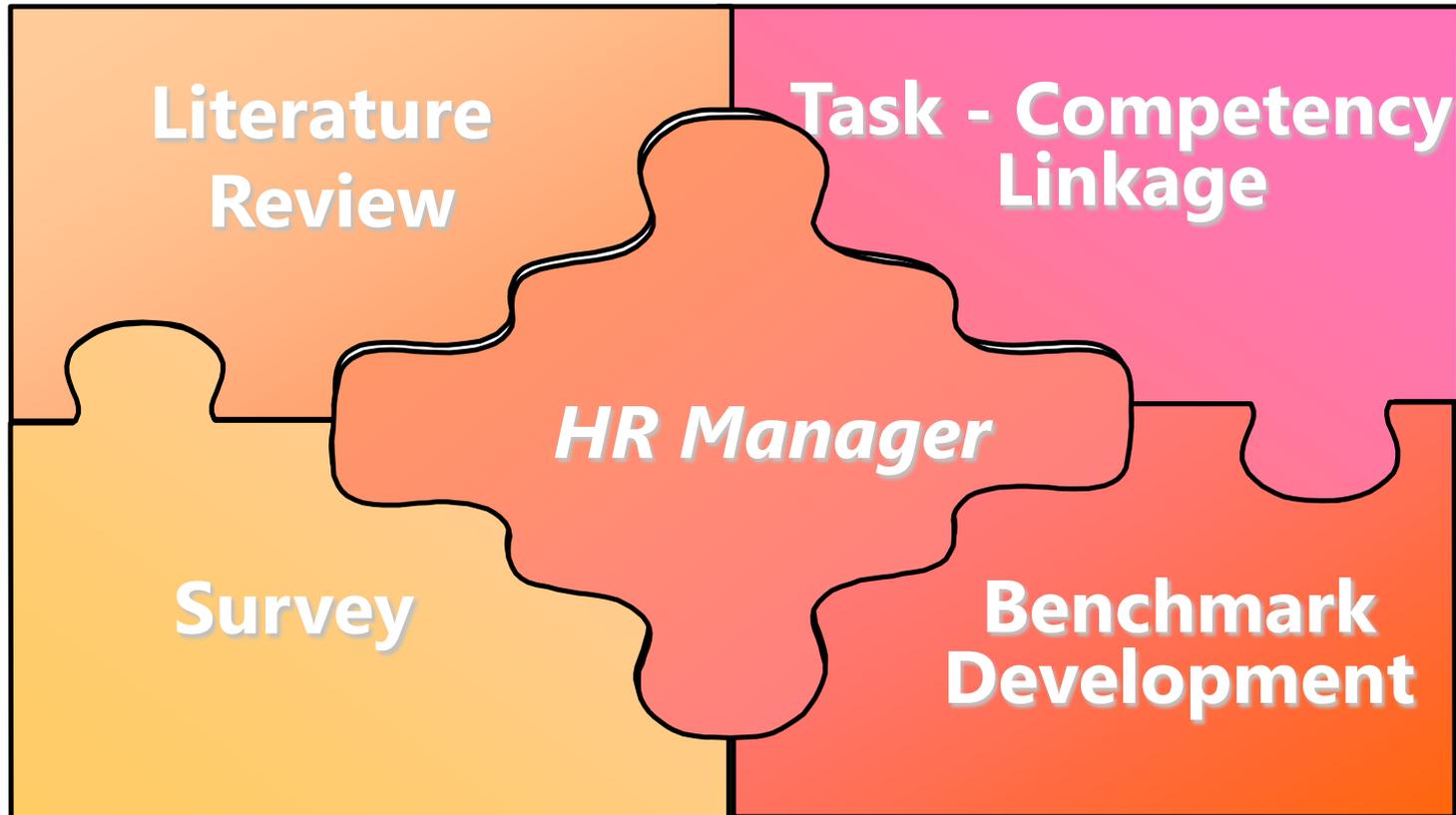


Using Competencies

- Competencies can be the basis for unifying HR functions, creating a common language and providing a consistent message to employees

- Competencies can be used in:
 - Selection
 - Training and Development
 - Performance Management
 - Succession Planning

MOSAIC Approach





MOSAIC Studies

Managerial



Clerical & Technical



Professional & Administrative



Information Technology



Trades and Labor



Science and Engineering



Competency in the Federal Government



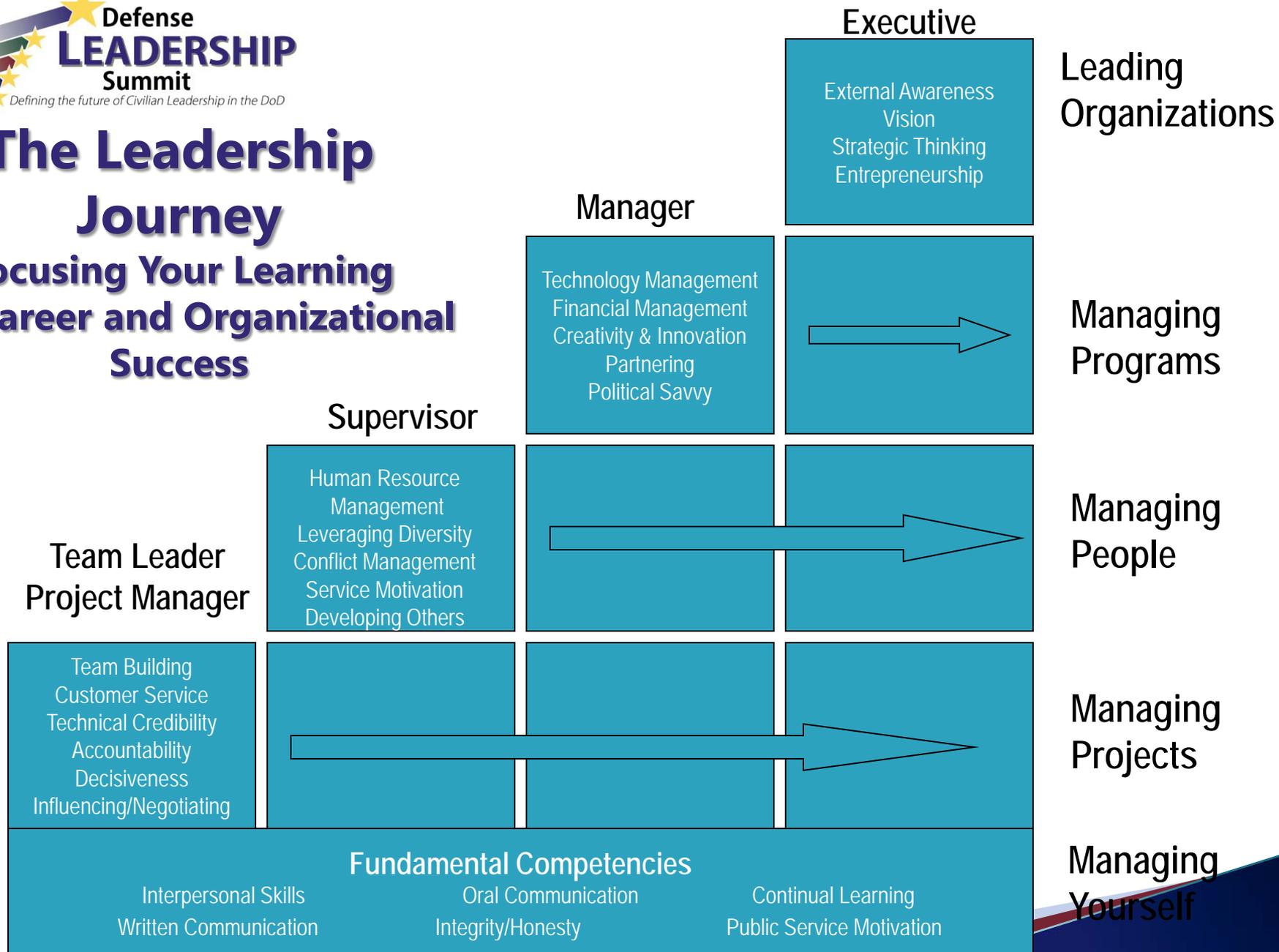
Competency Consortium





The Leadership Journey

Focusing Your Learning For Career and Organizational Success



DoD Civilian Leader Development Continuum



Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility.

Vision
External Awareness
Strategic Thinking
Political Savvy
Global Perspective
National Security Strategy

Lead the Institution

Technology Management
Financial Management
Creativity and Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

Lead Organizations/
Programs

Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

Lead People

Team Building
Accountability
Decisiveness
Influencing/Negotiating
DoD Mission and Culture

Lead Teams/Projects

Flexibility
Resilience
Continual Learning
Service Motivation
Computer Literacy

Integrity/Honesty
Customer Service
Problem Solving
Technical Credibility

Interpersonal Skills
Oral Communication
Written Communication
Mission Orientation

Lead Self

Applications of the OPM Leadership Model

- Selection of senior executives Governmentwide
- Training curriculum in OPM's Management Development Centers linked to the competencies
- Leadership development
 - diagnostic assessment (OPM Leadership 360™)
 - training courses
 - development programs
- Leadership succession planning in organizations

Emotional Intelligence

- Ability to perceive and understand personal feelings and those of others
- Crosswalk of OPM's Leadership Competencies to Emotional Intelligence (EI) Competencies shows high overlap
- Development of EI Competencies for Organizations was partly based on MOSAIC Leadership Competency studies conducted by OPM
- EI Competencies* provide excellent behaviors that can be incorporated into the training content for many of OPM Leadership Competencies

* go to web-site: <http://www.eiconsortium.org>

Future Application: Competency-Based Qualifications

▪ **TRADITIONAL QUALIFICATIONS**

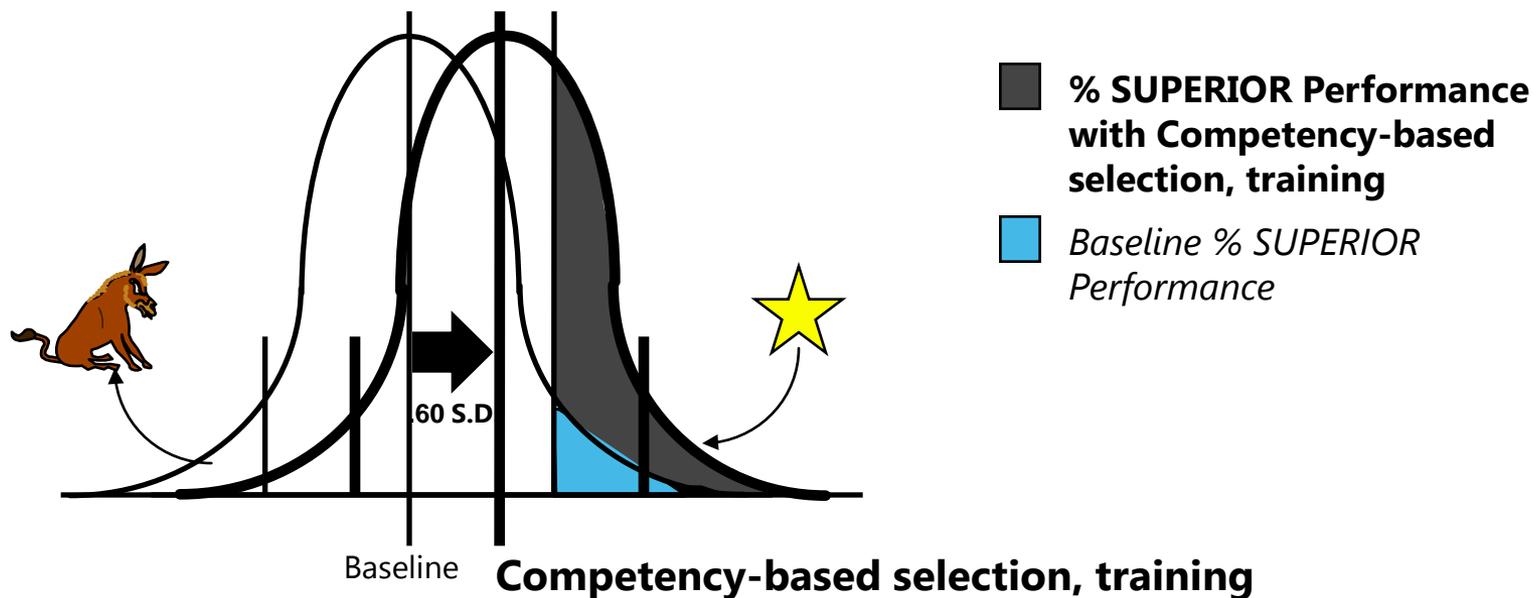
- **Rigid, traditional time-in-grade and experience requirements**
- **Mere experience does not address how effectively someone will perform**
- **Time consuming for applicants to describe experiences**
- **Time consuming for HR Specialist to evaluate - automated systems have helped**

▪ **COMPETENCY-BASED QUALIFICATIONS**

- **Based on "whole-person" competency models**
- **Derived from sound job analysis**
- **Focuses on optimal competency profile for job - not just minimal qualifications**
- **Uses standardized, validated competency assessments**
- **Reduces applicant burden**



Adding Value: Select, train to shift curve to the right



If not using SUPERIOR performance as template, selecting, training to mediocrity

Thank You

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