



Empowering Our  
Greatest Asset

# Competency-based Management

*Presenter:*  
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*Jul , 2011*



**2011 Worldwide Human  
Resources Conference**

Department of Defense



# Competency-based Management

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Dr. Engin  
Crosby

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- Background
- Approach
- Life-cycle Management
- Career Mapping
- Competency Validation
- Do's and Don'ts



- Started 2006 via initiation of Federal Agency Work Group session to gather info on all available competency work
- Reviewed all info on approach, content, and use
- Picked the NASA model
- Gathered & consolidated all available validated competencies by occupations across the agencies
- Built a competency-based management tool to be used for multiple purposes in life-cycle management
- Populated the tool with all available validated competencies by series
- Conducted information briefings & memo from leadership announcing the administration of competency tool
- Launched

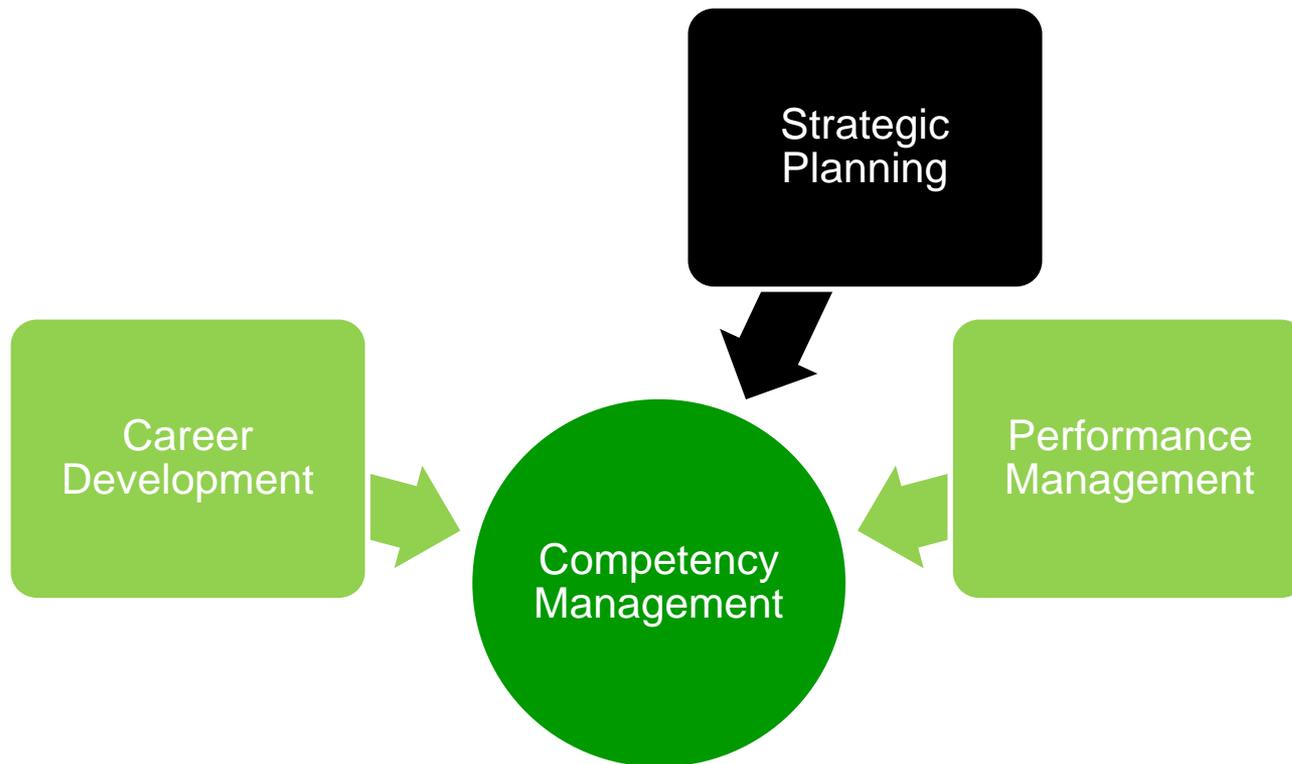


# Army's Approach to Competency Management



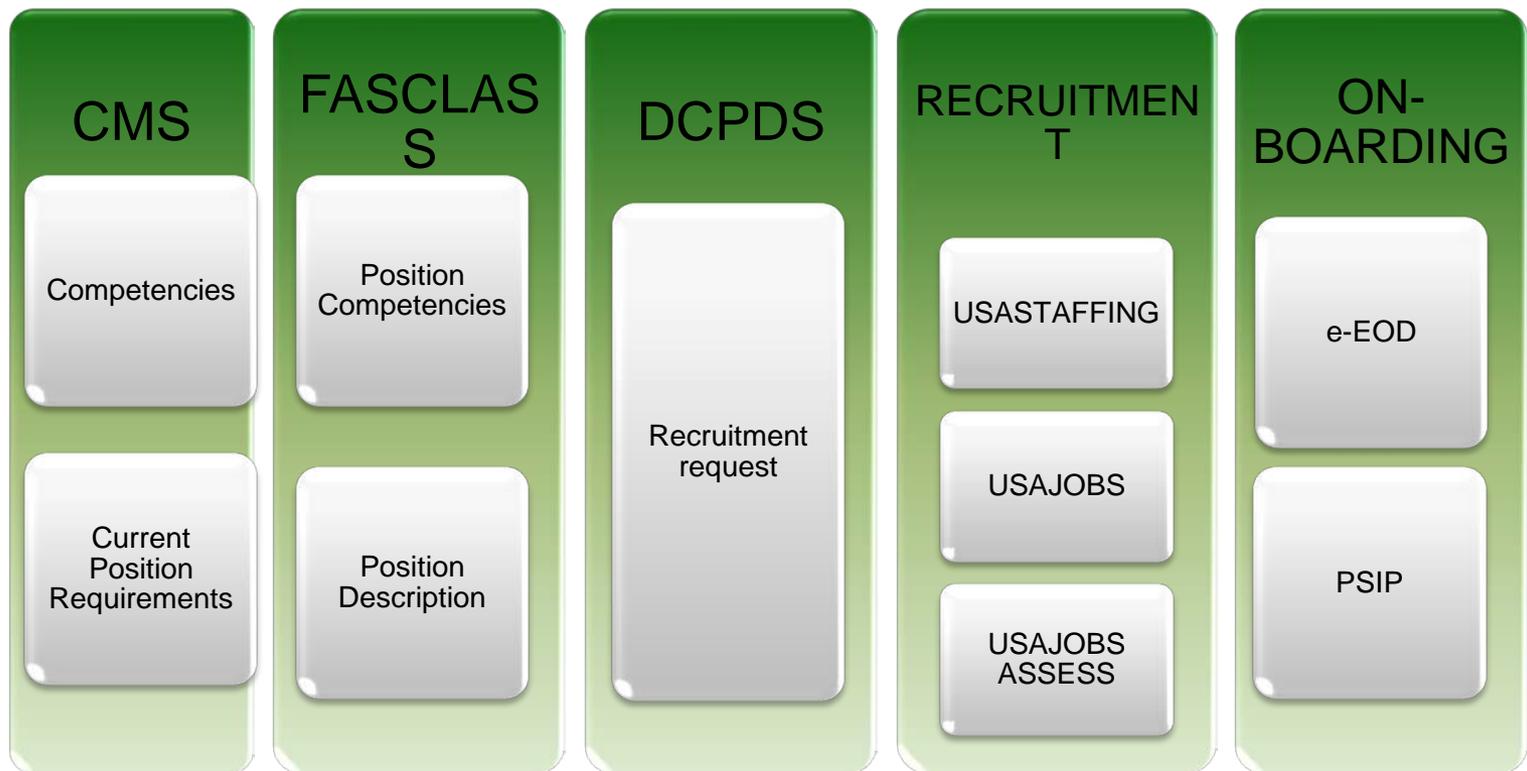


Army's Competency based Management Goal:  
Integrated Processes and Interfaces





# IMS– Selection





**IMS – Civilian Training/Development/Planning/Performance**





## Army's Competency Management **Structure** How it works

- Functional Chief Representatives are the proponents of occupations
- Responsibilities in Competency Management include:
  - ✓ Participation of their employees in CMS - STRATCOM
  - ✓ Analysis, measurement, and interpretation of the gaps at the occupational level, reporting on gaps current, and over time to track progress
  - ✓ Develop gap closure strategies, implementation, and gap closure assessments
  - ✓ Identify/Review /Approve: Core competencies for almost all positions in an occupation (Tier I) and almost all positions in a specialty within an occupation (Tier II)
  - ✓ Review/Approve new competency additions submitted for positions prior to their addition to the competency library resident in the tool
  - ✓ Identify/submit addition to occupational and specialty level future mission related competencies with proper documentation
  - ✓ Provide training & development guidance on competency gaps
  - ✓ Gather needs from commands and represent the resourcing requirements based on criticality of gaps





## Army's Competency Management **Structure (Cont.)** **How it works**

- Responsibilities of others in Competency Management include:
  - ✓ **Supervisor's Role** - - Conduct yearly reviews in synch with all other reviews of position competency requirements & employee competency proficiency levels. This requirements will ensure contents of the position competencies remain current as position and employee competencies change and review gap closures status of their employees and compare progress from year to year . This will also enable updating PDs as they change
  - ✓ **Organizational Leaders/Commanders' Role** – Review Competency gap reports and progress by occupation to set direction on mission based priorities for closing gaps



## Army's Competency Management **Process** How it works

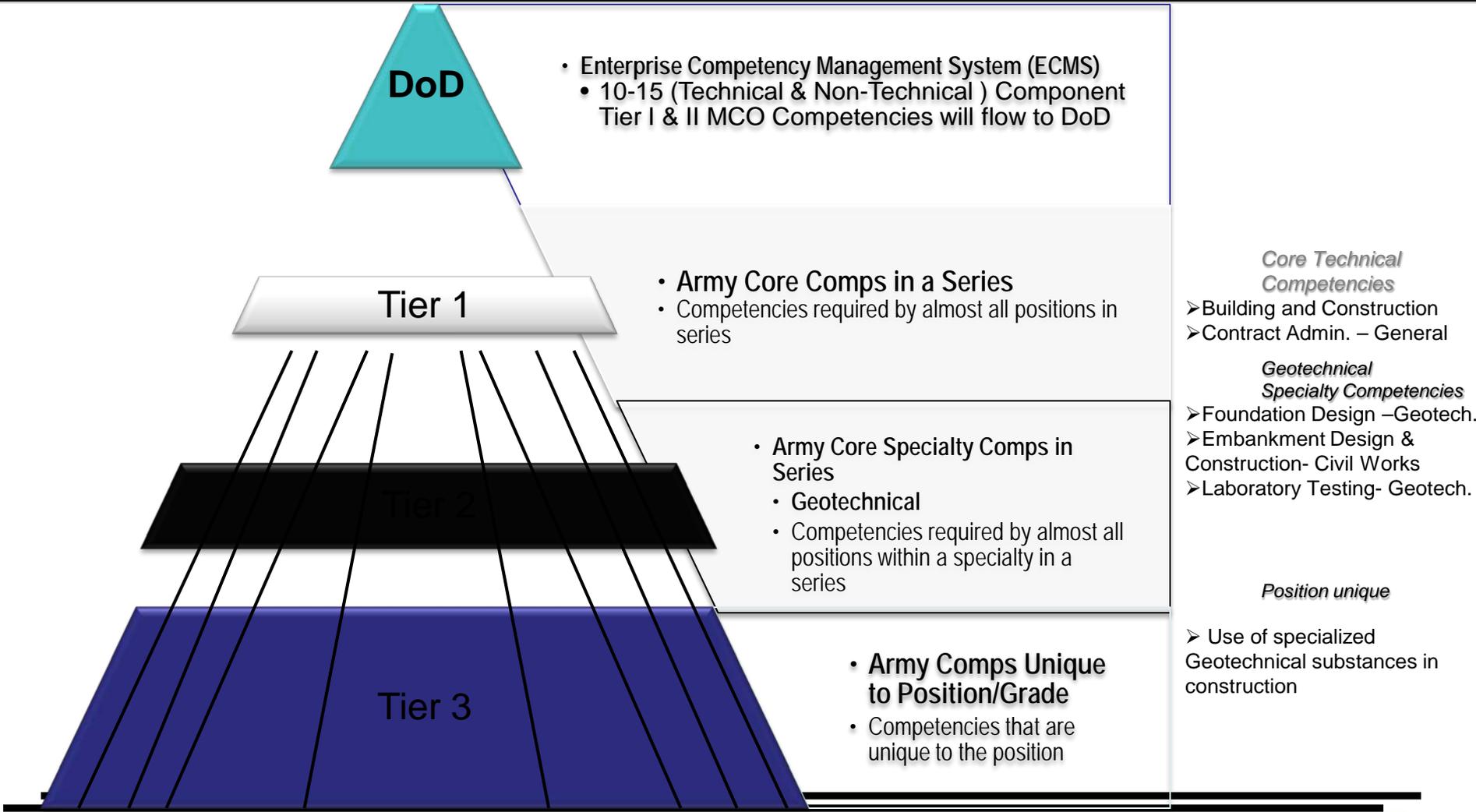
1. Voluntary completion of entries in CMS  
(Goal = 100% of all employees)
  
2. Identification of Important Position Competencies at Occupational level
  - a. CMS listing of position competencies that have been rated 3 or higher by majority of employees and supervisors
  - b. SME review of CMS data to determine if the results make sense from the perspective of both current and future missions, and if not modify
  - c. SME review of gap reports (aggregated at occupational level: differences between position vs. employee competency levels) from CMS

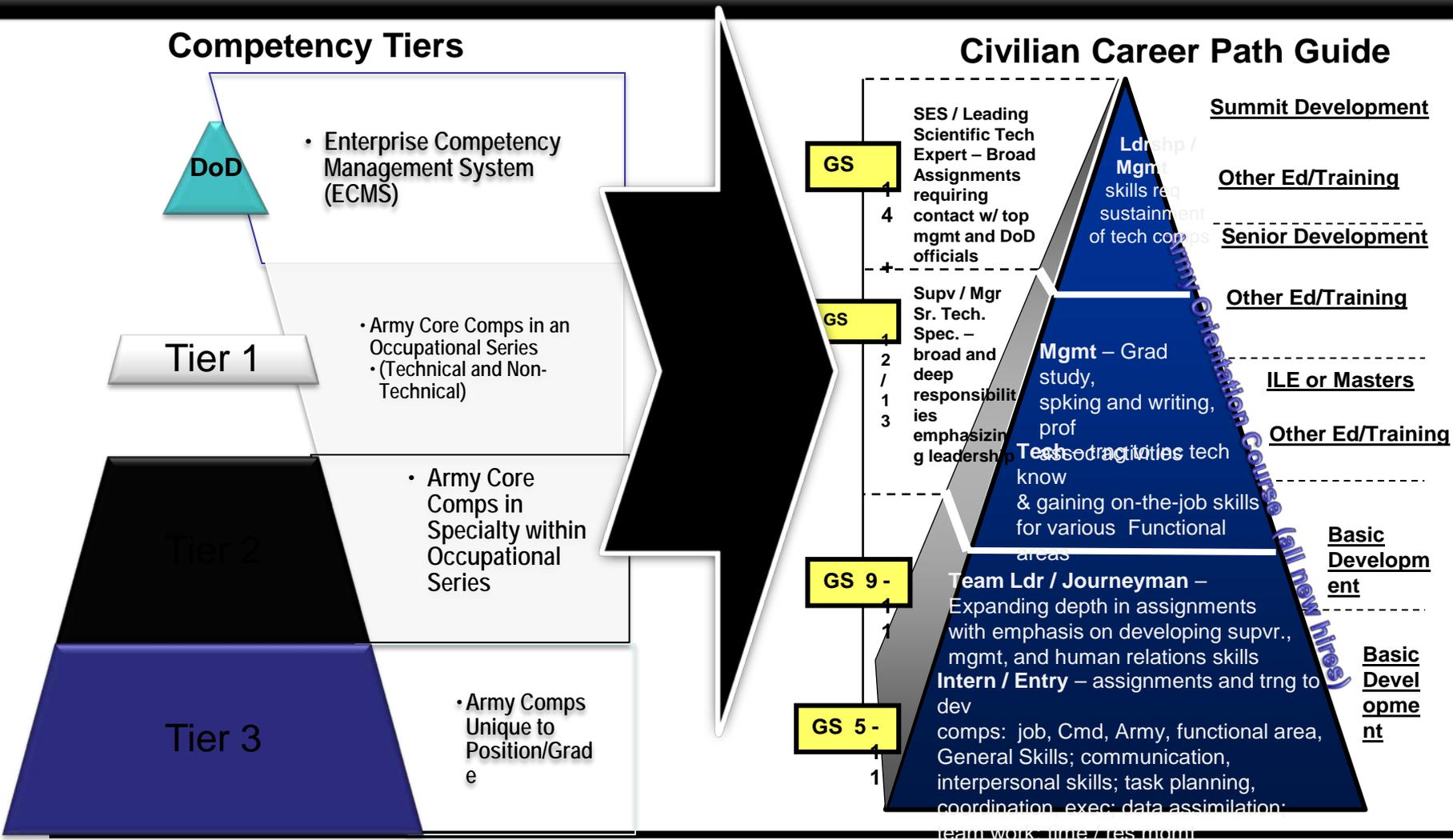


## Army's Competency Management **Process (Cont.)** How it works

3. Identification of Core Position Competencies - after examining all data from step 2, SMEs identify
  - a. Tier I competencies that are required by almost all positions in an occupational series, and
  - b. Tier II competencies that are required by almost all positions within a specialty area within a series
  
4. Identification of Position Specific Competencies (Tier III) - selected by Manager/Selecting official

**NOTE: ALL COMPETENCIES USED FOR SELECTION DOCUMENTED ON CRITICAL TASKS THEY ARE NEEDED FOR & STORED IN THE SYSTEM ALONG WITH RATINGS ON 3 SCALES**







# Army's Competency-Based Life-cycle Management Strategy

**Competency-based Management is the single running thread through all HR functions**





## Army's **tool** – CMS for Competency data collection How it works

- Email to employee
- Employee position competency requirements ratings of importance
- Employee competency proficiency ratings in required position competencies
- Email to supervisor
- Supervisor review and verification of **required position competencies** for current & future (3 years out) position
- Supervisor review and verification **employees proficiency ratings** in the required position competencies for current position





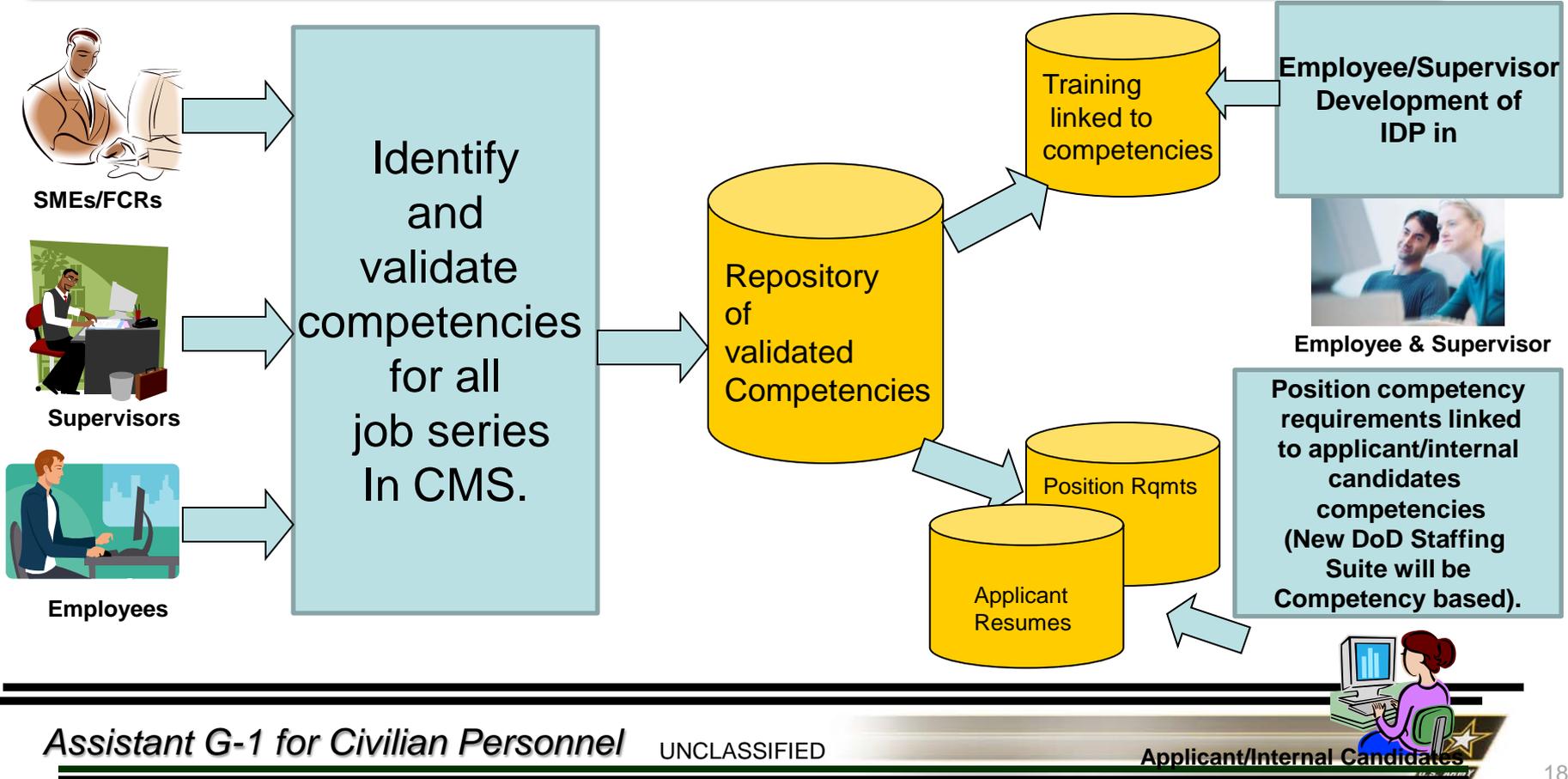
## CMS integration - push out validated competencies to

- PDs & number each position
- Vacancy Announcement
- Filter candidates on competencies that match position competencies
- Update competencies as positions/employees change
- Cost gap closure strategies by tracking them against performance
- Track progression in gap closures over time
- Link to position driven competency requirements in the next higher levels of responsibility & track progression towards career management goals





The Competency Management System (CMS) is the repository for validated competencies that feed a system X for competency closure & career management/workforce planning; DoD's standard competency based recruitment system Y.





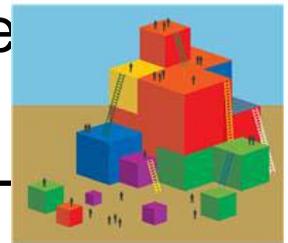
## Civilian Life-Cycle **Development** Steps





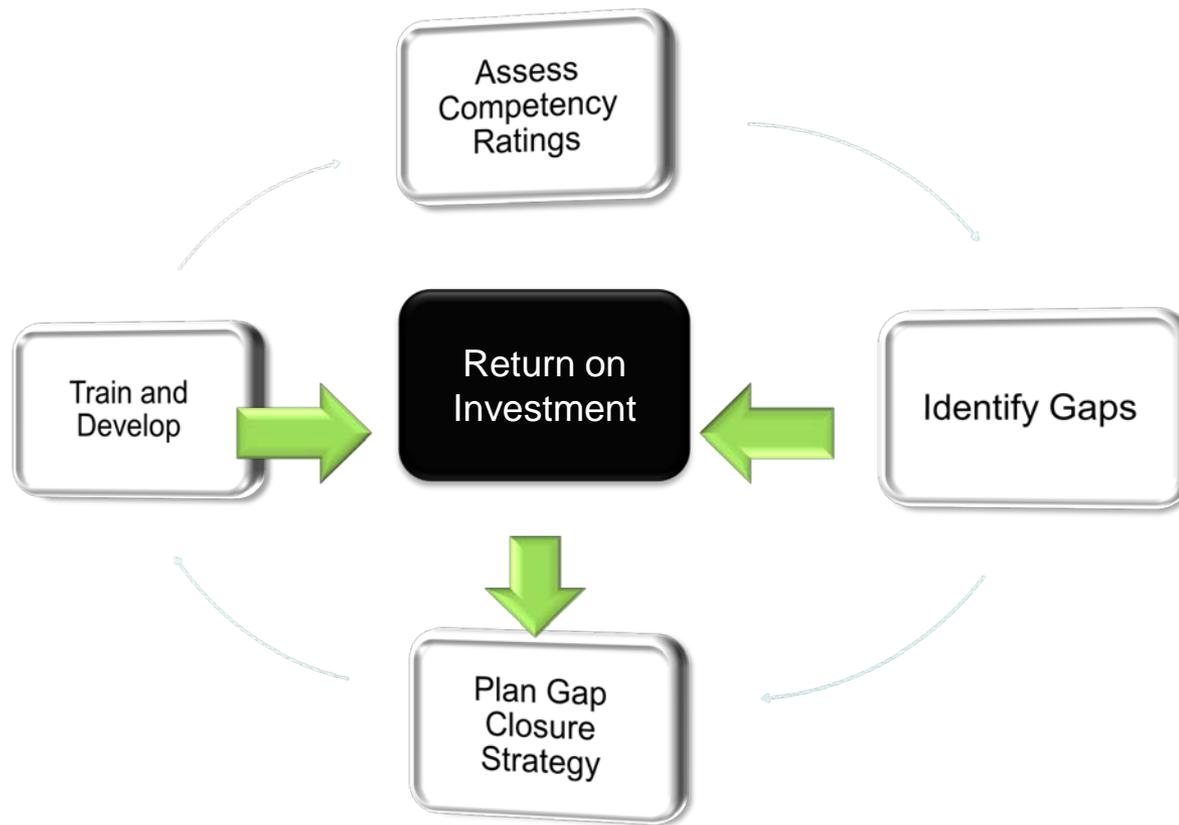
## Competency-based Civilian Development (CCD)

Development is part of an overall Human Capital Management enterprise Plan and the foundation of competency based training requirements, IDP training plans, Career Planning and the assessment of the effectiveness of training strategies in terms of Return on Investment (ROI) on performance





## Integrating Processes and Work Flow





# Army's Career Path Finder Use of Competencies in Career Mapping

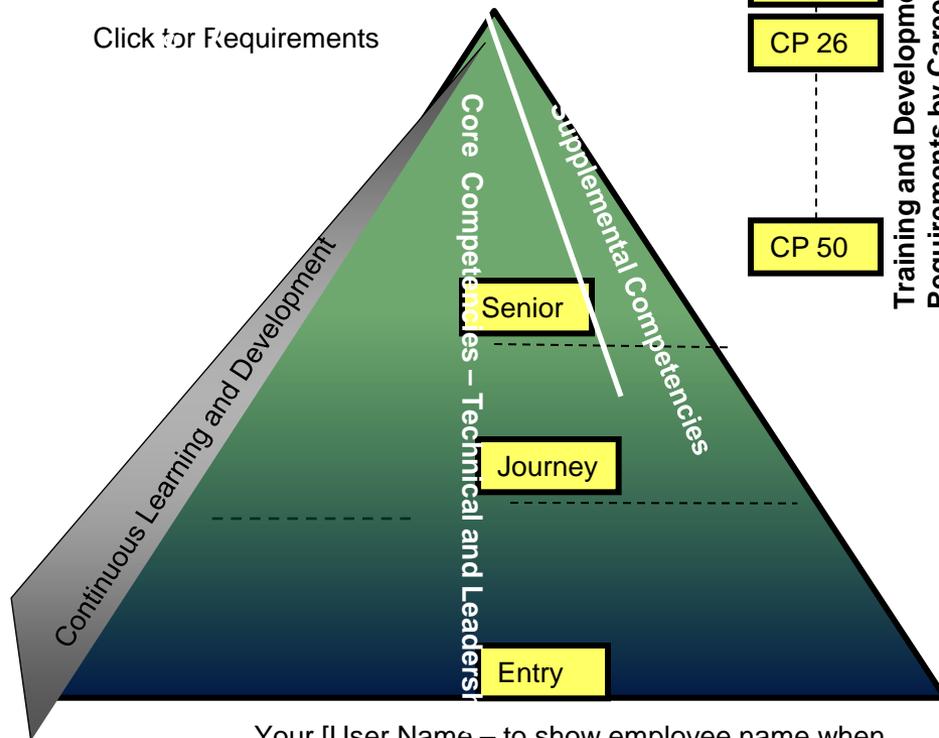




**Army Career Path  
Finder**

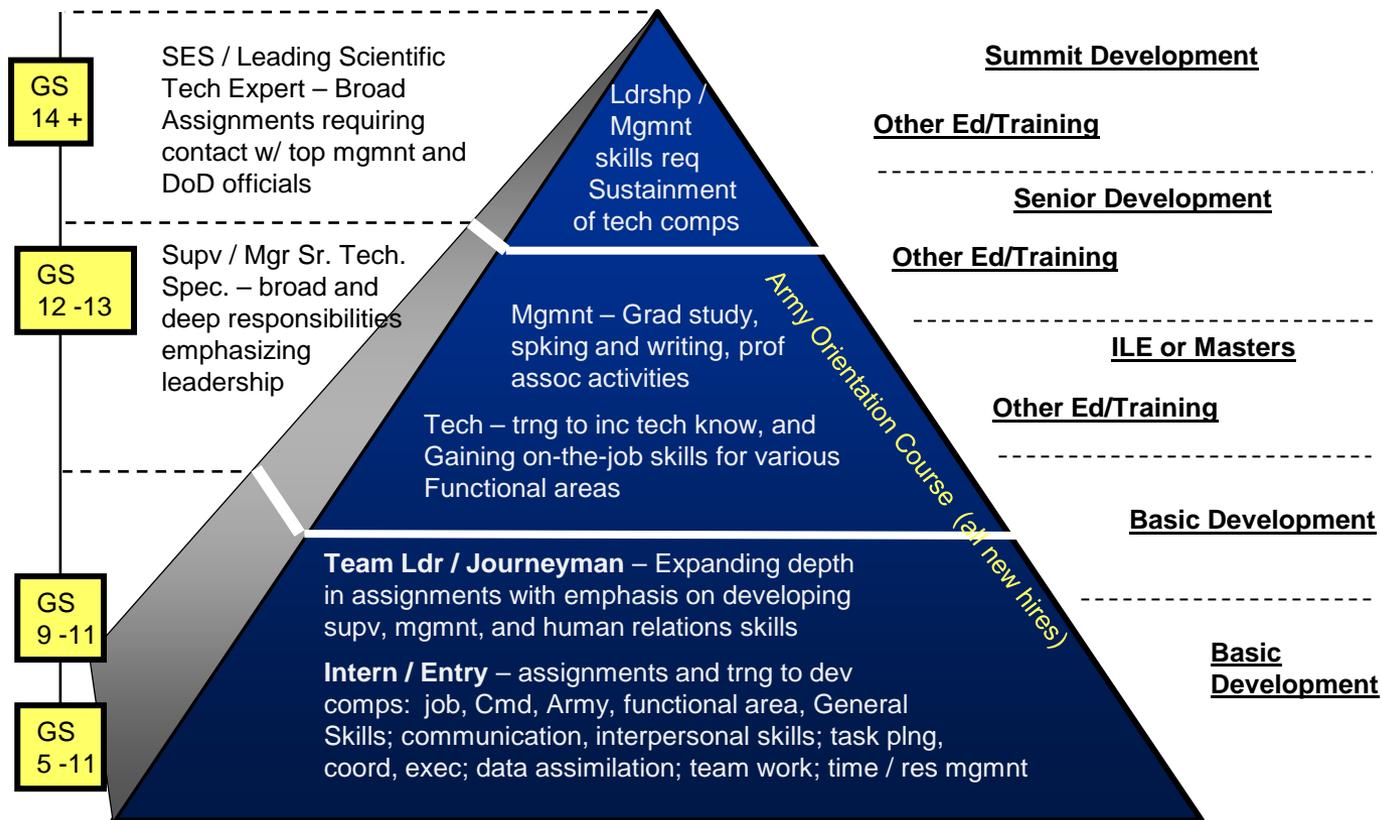
- Self development programs
- Self Assessments** – Your competency assessments against other position requirements, gap closure recommendations)
- Cross Functional & Leadership Opportunities** in current and other series and CPs
- Mentoring** – finding a mentor
- Potential job opportunities abroad**
- Army Jobs** - Descriptions of types of work performed in various occupations
- Workforce population Profiles and Trends by series and** others factors – typical salary, demographics etc.
- Professional awards and recognitions**
- Internship Opportunities**
- Opportunities for marketing your competencies**
- Joining the Expertise Locator pool** capability for meeting Army' needs

Click for Requirements



Your [User Name – to show employee name when logged in ] Army Career Path Finder



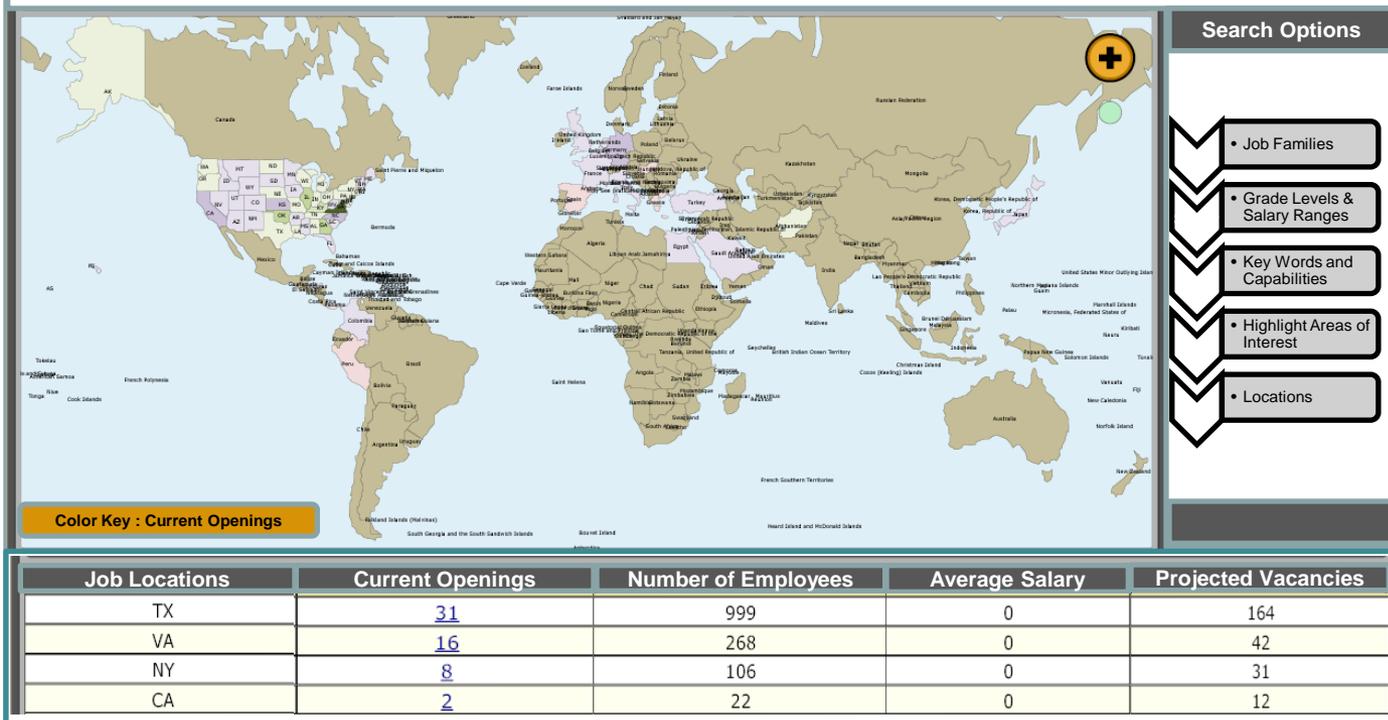


Civilian Career Path Guide





# Jobs in the Army Civilian Service



## Army-wide Job Search





# Army Employee and Supervisor Roles in Competency-based Civilian Development





**Step 1**

- **Complete CMS for current position requirements & submit for supervisor review**

**Step 2**

- **Complete Leader self-assessment - Input to CLIMB – review results**

**Step 3**

- **View Succession Competency Gaps - Review supervisor position competency requirements decide if wish to pursue succession plan for current supervisor' position. Assess gaps between self and required supervisor position competencies.**

**Step 4**

- **View Career Goal Competency Gaps - Review career maps, select interested functional areas and level to pursue as a career. Assess gaps between self and required position competencies of desired function and position level.**





**Step 1**

- **Complete Supervisory portion of the CMS - Input to the CMS to validate current/future position and employee competencies and view employee gaps.**

**Step 2**

- **Review employee gaps in current/future position competencies from CMS.**

**Step 3**

- **Review results of CLIMB.**

**Step 4**

- **Review Succession Gaps – view results of employee self assessment and required supervisor position competencies for succession planning.**

**Step 5**

- **Review Career Goal Gaps - results of employee self assessment and required position competencies of desired function and position level for career planning.**



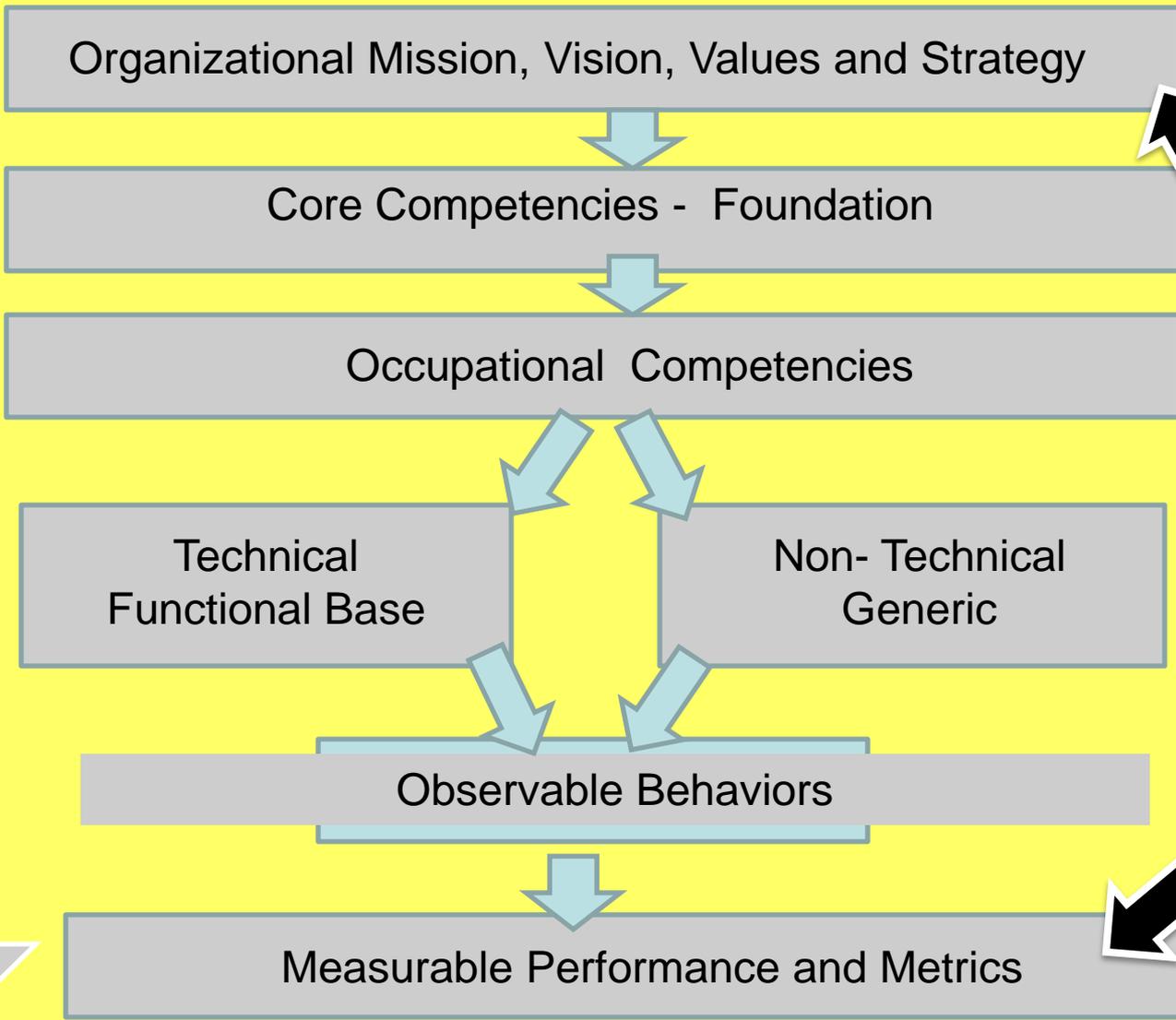


# Army's Approach to Competency Validation





Usually  
Competency  
Models  
are  
built  
from  
top  
down



← Leadership

SMEs  
with some  
Sampling

**How Competencies are Identified & used in Defining Effective Performance**



**Army's Competency model - Not top driven or bottom up but a combination**

1. SME's preview contents of CMS (listings of KSAOs), add if anything missing
2. CMS is administered – email to all employees requesting participation – expected return is not the standard 25%, it is a minimum of 65% with goal of 100% participation i.e., a census
3. CMS results show which competencies are most important for each occupational series by grade level for today and into the future
4. CMS shows competency gaps between incumbents vs. position competencies

**The AHA  
Moment!**

When SMEs review the results they understand the value of CMS because it validates their assumptions about which competencies are important for successful performance and where the gaps are based on their observations

**Note: The most recent literature considers the “top down & bottom up” approach the Army is using as the most robust approach to competency modeling.** Ref: Michael A. Campion et al (2011.) Doing Competencies well: Best Practices in Competency Modeling. *Personnel Psychology*, 64, 225-262



OVERALL CHALLENGES:

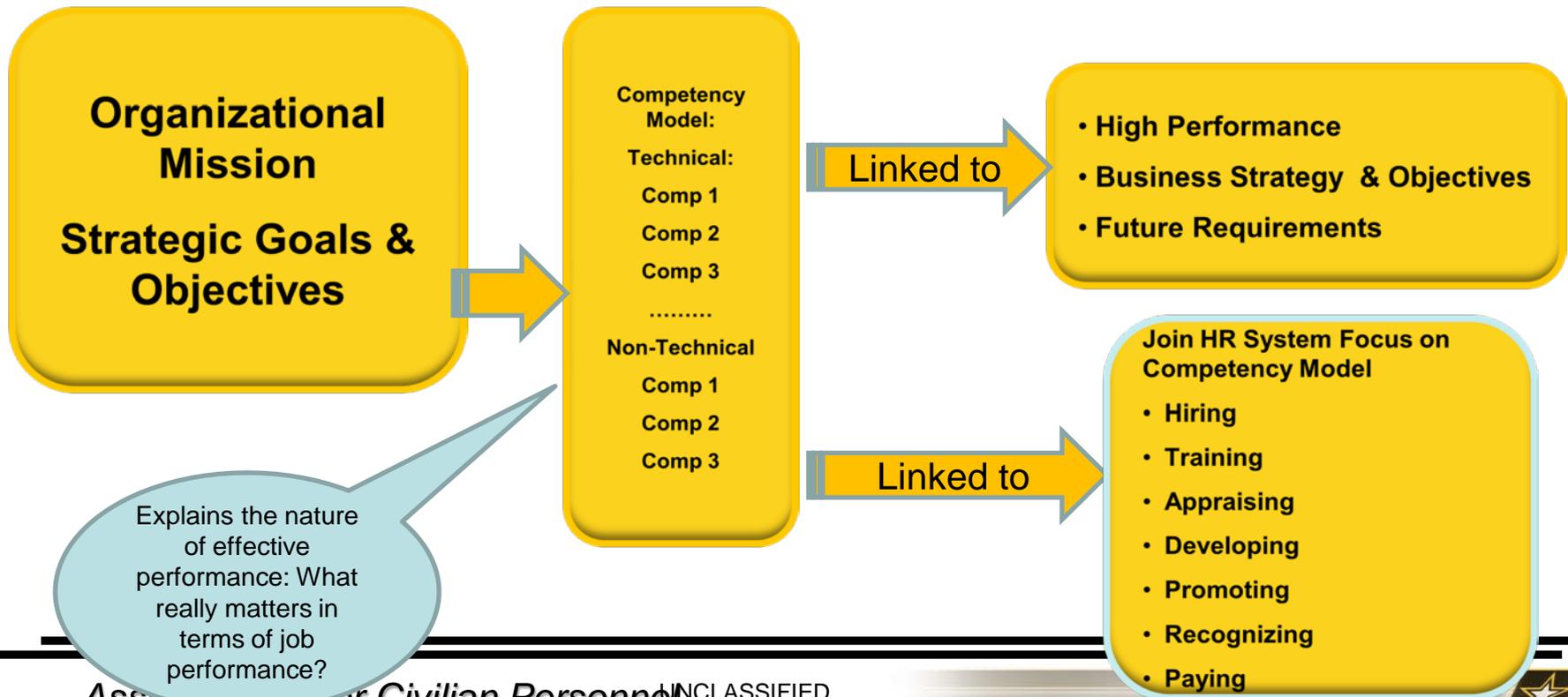
- Identifying the right competencies in very large workforces
- Relying on SMEs to identify currency and relevancy of competencies for successful job performance
- Relying on incumbents and supervisors to complete competency assessments
- Educating workforce on Competency-based Management
- Identifying the governance structure for management of competencies
- Developing policies, processes, and procedures for implementation
- Developing the right tools that capture all aspects of competency use, track their impacts, and allow continuous maintenance
- Establishing enduring leadership engagement and commitment





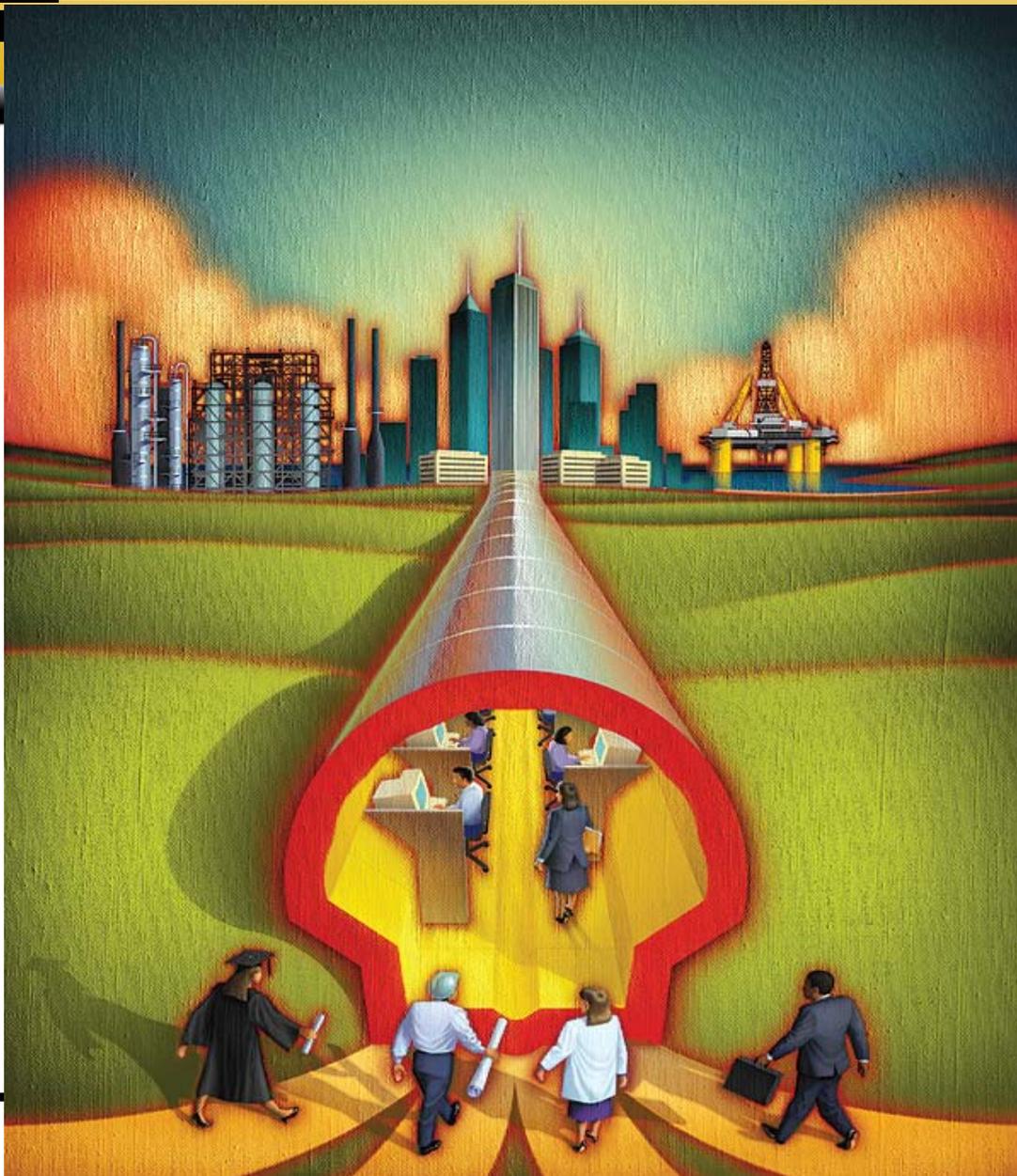
## Competency Models:

- Competency models facilitate the alignment of HR systems to reinforce the same competencies meaningfully to help promote organizational goals





# AMERICA'S ARMY: THE STRENGTH OF THE NATION



## What to do





1. **Initial SME review of competency** list to be validated through a survey tool
2. **High participation rates** - competency survey– seek census
3. SME **review of bottom up survey-based info** – Aha!!!
4. Declaration by SMEs of **Tiered Competency levels** based on data driven information in addition to allowing for Specific Selections by Selecting official/Manager/Supervisor on position specific competencies – Critical for creating the life-cycle based focus
5. **Conversation on gaps between employees and supervisors on position competency** requirements – Eye opener!!
6. **Process mapping** and agreements for utilization of competencies in life-cycle management – Getting on the same sheet operationally!!
7. Having a formal process for **sign-off on competencies** at Tier levels by Proponent – Documentation
8. Survey participation requests and **marketing** of Competency-based Management by Functional proponents to all their employees e.g., video messages, webinars etc..- Best marketers are the functional!
9. **Unwavering leadership support** and review of results on gaps and closure strategies, their successes and failures for setting priorities – Cant succeed without!
10. **Aggregate level view** of competency requirements vs. incumbent competency distributions – Brings Transparency, Accountability, and Focus on Priorities





What not to do



1. Setting **rigid inflexible standards** – e.g., competency requirement shall not exceed 10 per occupation, gap has to have a minimum of a numerical of 2
2. **Not integrating** competency management into Human Capital Planning and succession planning
3. **Overdosing on documentation:** Documenting every single competency with critical tasks and rating scales regardless of their intended use
4. **Not having a system/ process** that enables the capture of the currency of the competency requirements of positions as they change
5. **Relying on SMEs too heavily** on identification of competencies of positions by various levels **SHOULD** require
6. **Not having a test bed**
7. **Not conducting continuous evaluations** from multiple perspectives in the use of competencies in life-cycle
8. **Not having one consistent methodology in competency validation** that is compliant with all guidelines
9. **Starting a competency list from scratch**
10. **Not having a plan of execution to transform to a competency based system**

