

Table of Contents

Competency Management in a Nutshell	1
What is competency management?	2
What's in a Competency Model?	2
What resources and technology are needed?	5
How is competency management used?	6
The art and science of competency management.....	8
Competency Management Self-Assessment	9
Exercise: Competency Management Self Assessment	9
The ACUTE approach to competency management.....	13
1. Align the initiative with organizational objectives	13
2. Create a competency model.....	13
3. Use the model in a small but valuable initiative	13
4. Track and report your progress.....	13
5. Expand to other areas	13
Step 1: Align	14
Aligning Competency Management with Business Strategy.....	14
Exercise: Aligning with business strategy	15
Aligning Competency Management with business systems	16
Exercise: Aligning with Business Systems.....	16
Integrating Workforce Planning and Management Functions	17
Determine the scope of the initial project	17
Create an Impact Model.....	18
Capability.....	18
Performance Indicators.....	18
Results.....	18
Organizational Impact.....	18
Competency Project Scope and Impact Map Worksheet	19
Impact Model.....	20
Write a Statement of Purpose	21
Exercise: Writing Your Statement of Purpose.....	21
Planning the Project	22
Project Management Roles and Responsibilities.....	22
Developing a Project Plan	23

Develop the project budget.....	24
Exercise: Starting a Project Budget	24
Sample Abbreviated Project Plan.....	25
Statement of Purpose:	25
Evaluation Criteria:	25
Communicating with Stakeholders	26
Analyzing Your Stakeholders.....	26
Questions to ask yourself about your key stakeholders.....	26
Timing.....	27
Competency Management Communication Worksheet	28
Clarifying the benefits of competency management	29
Exercise: Competency Management SWOT Analysis	30
Creating a Communications Campaign	31
Drafting communication announcements.....	32
Manager and Employee Training.....	33
Step 2: Creating a Competency Model	34
Researching potential competency definitions	34
External sources of potential competency definitions	35
College and University Curricula.....	37
Internal Data Collection Methods.....	38
Advantages and disadvantages of competency data collection methods	39
Critical Event Interview Outline	40
Expert Panel Discussion Guide	42
Sample Competency Survey	43
Analyzing Data for Themes and Patterns	44
Exercise: Determining your model development approach.....	45
Drafting a competency model.....	46
Developing a competency model structure.....	46
Exercise: Developing a structural model.....	47
Building Your Skills Dictionary	48
Defining Skills in Behavioral Terms	50
Determining the Level of Detail.....	51
Editing your skills dictionary.....	53
Building a Role (or Job) Profile	54
Graphic Representation of Competency Models	55
Determining the type of competency assessment.....	55
Self Assessment.....	55
Manager's Assessment	56
Combined Self- and Manager-Assessment	56
360° Assessment.....	56
Objective Test.....	56
Assessment Center	56
Creating a competency assessment	57
Identifying Desired Proficiency Levels	57
Basic Interest Levels.....	58
Determining Relative Importance.....	59

Testing and Validating Your Competency Model.....	61
A practical approach to competency model validation: Matching validation rigor to outcome stakes	62
Content validation by expert panel.....	63
Content validation by pilot assessment.....	63
Criterion validation	63
Predictive validation.....	63
Determining multi-test reliability	64
Determining inter-rater reliability	64
Ensuring practicality.....	64
Conducting a Pilot Project.....	65
1. Set up and test the assessment system	65
2. Select employees for the pilot.....	65
3. Pilot communication and training strategies.....	65
4. Conduct the pilot competency assessment.....	65
5. Assess the validity of the assessment	65
6. Collect stakeholder feedback.....	65
7. Evaluate survey results.....	66
Exercise: Developing a Validation and Pilot Plan	66
Pilot Evaluation Tool: Participant Reaction Survey.....	67
Step 3: Using your competency program.....	68
Skills Inventory and Searches	68
Individual Development Planning	69
Sample Individual Development Plan	70
Learning Needs Assessment	71
Career Development	72
Succession Planning.....	72
Performance Management.....	72
Full integration with competency management.....	72
Sequential integration with competency management.....	73
Separate but equal processes	73
Employee Selection.....	74
Selection profiles	74
Selection Planning.....	75
Workforce Planning	76
Keys to effective project Implementation.....	77
Ownership.....	77
Communication.....	77
Accountability.....	78
Step 4: Tracking and Evaluating Results	81
Tracking the progress of the project	82
Analyzing the data collected in your project	83
Identifying successful and Unsuccessful outcomes.....	84
The Success Case Method.....	84
Communicating results to stakeholders.....	85
Step 5: Expand to other areas	86

Next Steps.....	86
Appendix.....	87
Sample Skills Dictionary	88
Sample Role Profile	89
Bibliography	90
Competency Application Readiness Assessment	91
Alignment.....	91
Competency Model.....	92
Listing of Professional Organizations with Accrediting Certifications.....	93
Certifying Body	93
Professional Organization.....	93
Field.....	93
Additional Rating Scales	95
Sample Competency Models	97
Framework of Competencies of the Advanced Manufacturing Industry	97
American Society for Training and Development.....	98
Competency Model Development Project Plan Template	99