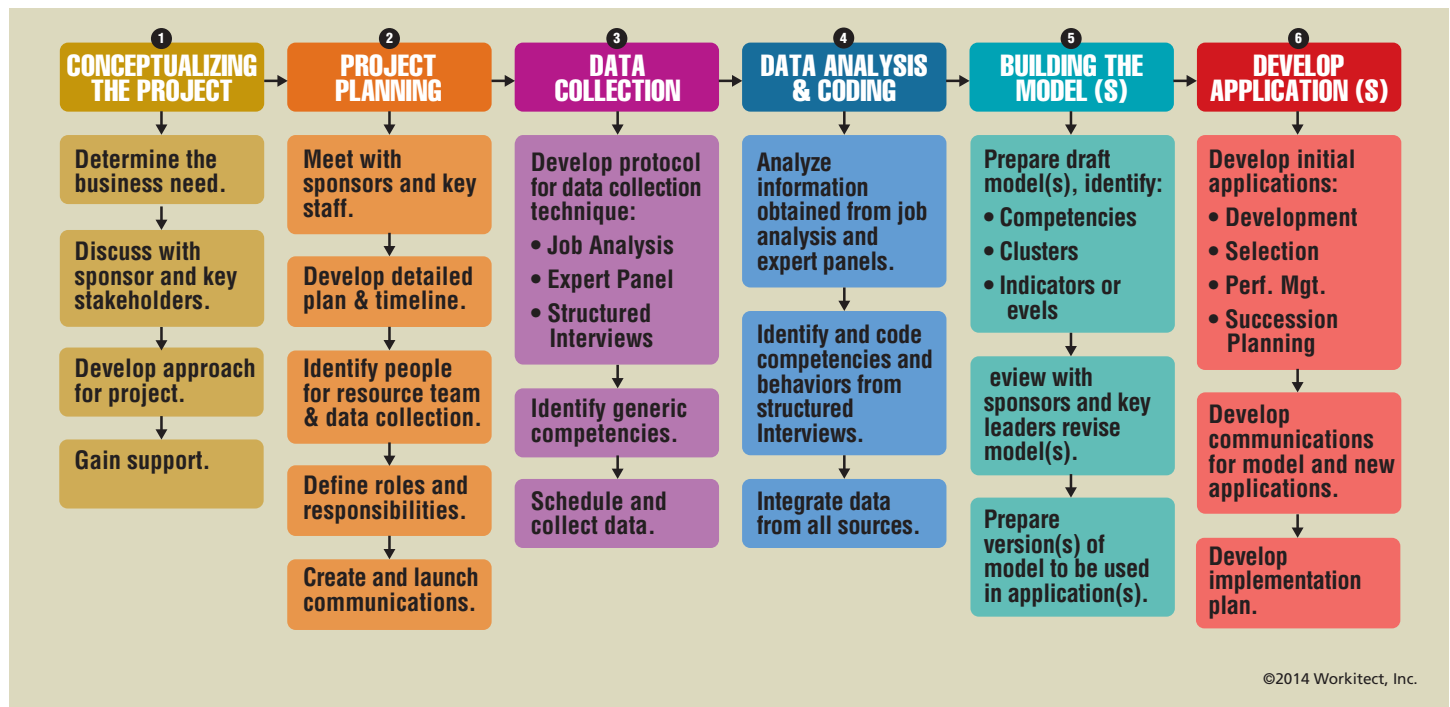


Blueprint for Building a Job Competency Model

Steps for Building Job Competency Models and HR Applications



Tasks and Time Required to Build One Job Competency Model

The tasks and time usually required for one Workitlect consultant to build one “one-size-fits-all” competency model for executives/directors or supervisors/managers.

Conceptualizing the Project

Project Planning

Task 1. Kick Off/Planning Meeting (1 day)

This is a meeting with a project team. The purpose of the meeting is to:

- Help the team gain understanding of the competency modeling process, applications and payoffs.
- Discuss details of carrying out each step of the modeling process, plan communications to people who will participate in the process, establish accountabilities, and agree on a schedule. An immediate step will be to plan the resource panel.

Data Collection

Task 2. Hold Resource/Expert Panel (1 day)

A resource panel comprised of 4-5 competent incumbents in the position, 1-3 of their supervisors, and other interested stakeholders (e.g., a representative from HR; a senior management sponsor) will be convened for a 6-hour session. The purposes of the session are to explain the need for the model and how it will be used, to gather information that will be used in developing the model, and to identify superior performing incumbents for interviews. The agenda for the resource panel will include:

- Explaining the goals of the model building session

- Conducting a “future scan” to identify and discuss forces for change, that may impact the position (e.g., changes in the industry and marketplace, regulatory changes, changes occurring within the organization and industry).
- Identifying 4-7 main responsibilities for the position
- Identifying for each main responsibility:
 - the key tasks
 - performance indicators or measures
 - skill/knowledge requirements
- Reviewing and rating the importance of a set of 35 generic competencies identified on the basis of previous research, for management, professional, technical, and sales jobs.

Task 3. Conduct Key Event & Job Analysis Interviews (2 days)

a) Consultants conduct five 60-90 minute key event interviews with superior-performers in the target position. These individuals should be carefully selected, based on nominations from multiple sources. The interviewer asks the person to describe several successful events and one or two events in which the person encountered problems. For each event, the interviewer asks how the person became involved and what he/she did, thought and said at key points along the way. These confidential interviews are tape-recorded. The chief value of the interviews is in identifying specific behaviors associated with superior performance. These specific behaviors may be unique to the role and describe what superior performers do, to achieve outstanding results.

b) In addition, consultants conduct five 60-minute job analysis interviews with managers of the target position. The objective of these interviews is to understand the supervisor job and what makes them successful or unsuccessful from the bosses’ perspective.

Data Analysis & Coding

Task 4. Analyze Interviews and Observations (1.5 days)

This step involves analyzing transcripts of the ten interviews, and identifying behaviors and themes associated with effectiveness.

Building the Model

Task 5. Prepare Job Model (1.5 days)

WorkitECT consultants integrate data from the resource panel and from analysis of the interviews to prepare a draft job model. This job model will include more than a set of competencies with definitions and behaviors; the full job model will include:

Main responsibilities of the position

For each responsibility:

- Key tasks
- Performance indicators and measures
- Skill/Knowledge requirements

Competencies needed for superior performance

For each competency:

- A definition
- Specific behaviors demonstrated by superior performers

Task 6. Review and Revise the Job Model (1 day)

A key step in validating the model is to review it with an appropriate group of staff such as the project team. At a two-hour meeting, consultants and the team review the job model and agree on any needed changes. After the meeting the consultant(s) revise the job model as needed.