INCLUDES WORKING MODEL ON CD-ROM

EFFECTIVE COMPETENCY MODELING & REPORTING

A STEP-BY-STEP GUIDE FOR IMPROVING INDIVIDUAL & ORGANIZATIONAL PERFORMANCE

KENNETH CARLTON COOPER

Contents

List of Figures *xi*

List of Tables *xv*

Foreword, by Dave Vaughn, Board of Advisors, Corporate Universities International, Corporate University Xchange, Inc. *xvii*

Preface *xxi*

Acknowledgments *xxiii*

1: Introduction to Competency-Based Human Resources Applications 1

Organizational Competencies vs. Individual Competencies 2
A Quick History of Competency 3
Competencies and the Quality Movement 5
Reengineering and the "Case Worker" 7
Competency-Based Applications 8
Experiences of Early Adopters 10
Defining Competence 12
Defining Individual Competencies 17
A Competency Modeling Vocabulary 21
Using the Definitions 25
Competency Coach Definitions 25
Learning Points 26

2: Initial Design Decisions 28

Does the Organization Really Mean It? 28
Is the Goal Quality or Excellence? 30
Is the Development Effort Periodic or Continuous? 32
Is Assessment a Rolling Process or a Batch One? 34
Does the Model Reflect What Is or What Should Be? 35
What Should the Expectations Be for Competency Project Time? 37
How Will the Results Be Used by Management? 38
What Are the Desired Outcomes for the Organization? 39
What Are the Desired Outcomes for Employees? 41
How Will Success Be Measured? 43
What Are the Desired Deliverables? 45

Who "Owns" the Process? 47
Which Workgroup(s) Will Be Targeted in the Project? 48
Who Will Be Involved in Development? 49
Who Will Perform the Assessment and upon Whom? 50
How Are Assessments Validated? 57
How Is the Project Going to Be Communicated to the Organization? 60
Sample Project Plan 61
Learning Points 64

3: Sources of Competency Information 67

Everything Is Based on Processes 67
Categorizing Competencies 68
Using Position Documentation 75
Using Process Documentation 82
Using Existing Documentation 85
Personnel Development Resources 87
Using Interviews 88
Using Teams 93
Using Benchmarking 94
Using Established Models 95
Learning Points 97

4: Building Competency Models 100

Size of a Competency Model 100
Reviewing the Guidelines for a Competency 101
Organizing Competencies into Hierarchies 101
Using an Existing Competency Model 102
Examples of Identifying Competencies 107
A Working Model of Competencies 120
Learning Points 125

5: Establishing Job Standards 127

Who Sets the Standards? 127
Consolidating the Model 128
Making the "Importance" Decision 129
Choosing a Competency Continuum 131
Yes/No Examples: Teaching Skills 134
Five-Point Example: Working Model 145
Learning Points 148

6: Developing the Assessment 150

Getting Started 150
A Closer Look at Assessment Methodologies 151
Rules for Writing Assessment Line Items 156
Validating the Results 162
Automating the Process 162
Assessment Examples 163
Learning Points 171

7: Expanding the Model to Other HR Applications 186

The Employee Cycle 186
Expanding to Other HR Applications 188
The Future: A Range of Standards 192
Learning Points 192

8: Automating Competency Modeling, Assessment, and Reporting 194

A Pilot Implementation 194
Competency Coach Implementation 197
Competency Coach Sample Reports 217
Learning Points 276

9: Delivering Competency-Based Applications Online 277

An Online Example Using the LIBRIX Open Learning System 278
Application: EmCare Performance Support System 300
Application: Mallinckrodt Sales University 304
Application: Anheuser-Busch Wholesaler Integrated Learning System 306
The Future of Online Applications 311
Learning Points 312

10: Competency Application Resources 313

Associations/Providers 314
Publishers 319
Competency-Related Software 321
Training Administration Software 324
Survey Software 325
Enterprise Resource Planning Software Contacts 328
Learning Points 328

Appendix

Competency Coach CD-ROM 331
Installation of Competency Coach 332
Competency Coach Facts Sheets 335

Selected Bibliography 339

Index 343

About the Author 353