Competency Modeling

Fortune 100 Internet-based Technology Firm

SITUATION

With explosive growth upwards of 20 to 30 percent, one of this Internet giant's corporate priorities was to build and refine its HR systems to address its talent acquisition, development and retention initiatives. To set the stage for continued expansion, while providing structured standards for a number of HR systems, this organization needed a competency modeling approach that would support its evolving talent management programs.

APT*Metrics* partnered with this organization to develop and systematize competency models across the organization using a rigorous and defensible job analysis /competency modeling process. An enterprise-wide leadership model was created that supported the organization's mission, vision and values. This global model was then supplemented with job-specific functional competencies that were mapped to success profiles for all positions across the organization.

RESULTS

The competencies and profiles generated from this work were incorporated into the organization's career management intranet site where they were used to facilitate employee self-assessment and developmental planning for achieving career goals. These profiles were also leveraged by the learning and development function by mapping competencies to training courses, identifying organizational gaps/redundancies, and using the profiles to guide future investments. Finally, the competencies and profiles have been incorporated into this organization's staffing and performance management programs.

APT*Metrics* facilitated the development of a new foundation for talent management programs within this organization and helped successfully integrate talent management processes into this organization's strategy.

Fortune 100 Financial Services Organization

SITUATION

As a large, financial services organization, this client experienced tremendous upheaval during the mortgage and financial crises of recent years. Their business and senior leadership was heavily affected by the crises, and they needed a refined leadership model to represent the new and future realities.

They selected APT*Metrics* as a partner to help their new leadership define the model that would position the organization for the current business environment and future growth. Through a series of top-level interviews and senior-level focus groups, APT*Metrics* defined eight competencies that represented critical factors for executing in the current business environment and positioning this organization for future growth. Behavioral standards were

developed for the top three organizational tiers to operationalize the model. By socializing the model during validation, APT*Metrics* positioned the organization to accept the new standards and embrace the organizational change.

RESULTS

With a complete and valid competency model system, this organization is positioned to execute in the new reality and drive the organization into the future. The competencies and behavioral standards have been integrated into a variety of HR programs, including performance management, selection and assessment, high potential program (inclusion and development),leadership development, and compensation.

Fortune 100 Retail Organization

SITUATION

This work was undertaken to develop and validate selection procedures for use in screening candidates for Senior Executive roles. Key features of this project included:

❏ Definition of Senior Executive roles relative to other job groups

❏ Development and validation of a competency model, selection process, and minimum qualifications

❏ Facilitated collection of both performance and in-person (structured interviews / business case scenarios) assessment data

❏ Facilitated selection meetings

❏ Review and documentation of all project phases

Based on the job analysis results, specifications were drawn up and assessments developed by APT*Metrics* consultants. Assessments included performance ratings and structured interviews / business

case scenarios. All assessments measured competencies that were found to be prerequisite for Senior Executives. Assessment data were collected on all qualified candidates who had expressed an interest in Senior Executive roles.

RESULTS

An assessment process was developed and implemented that represented a fair, consistent, and objective means for screening and selecting candidates into Senior Executive roles. The assessment process was designed to be job-related and behavior-based, enabling accurate evaluations of performance. The competencies identified as important for Senior Executive roles served as the primary dimensions against which assessments of candidate suitability for the target job were made. The implementation of the Senior Executive screening process capitalized on best practices and optimized the selection of the best possible candidates following steps that minimized adverse impact.