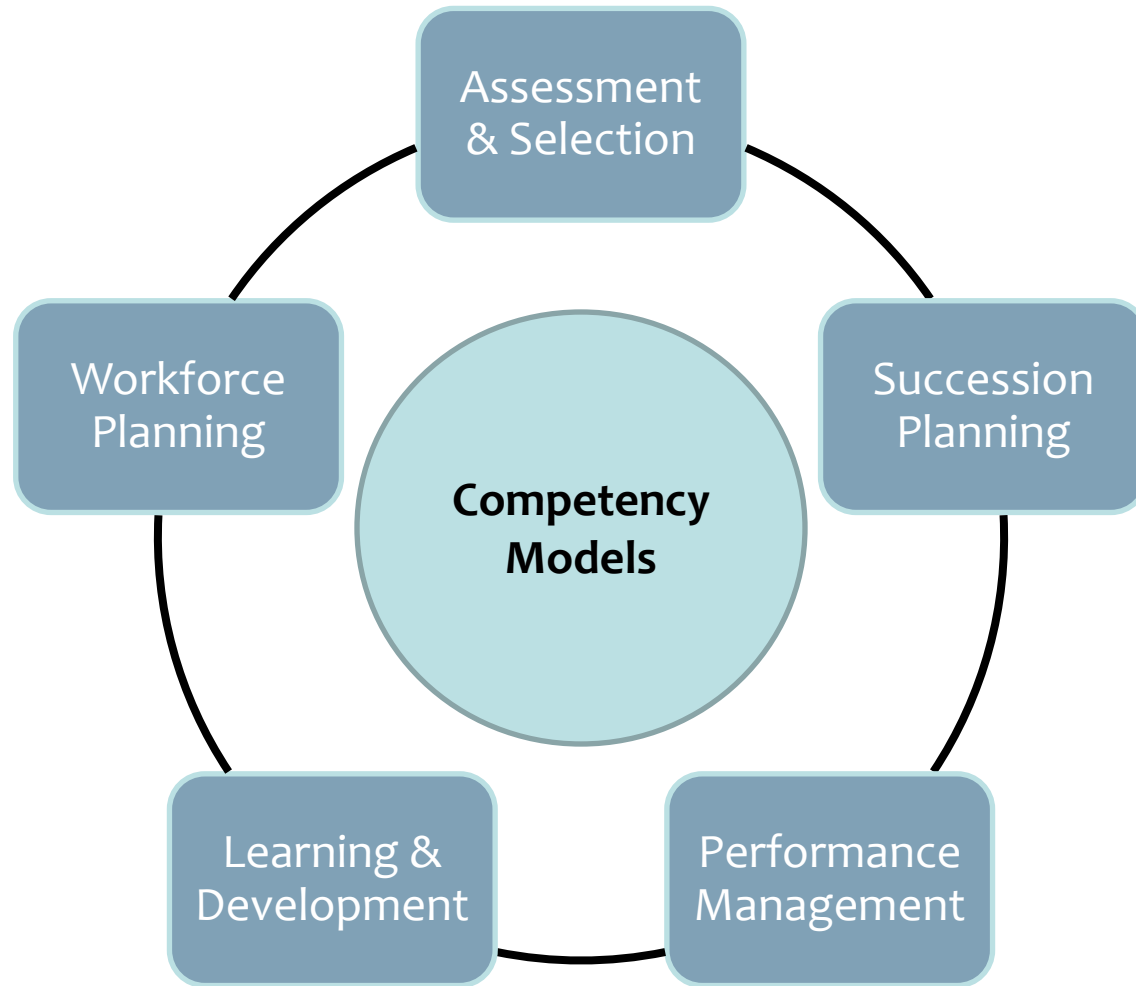




Competency Modeling

aptMetrics®
Global Strategies for Talent Management.

Competency Models Impact on Talent Management



Competency Framework

Core Leadership
Competencies



Functional
Competencies

- Leadership competencies that apply globally, differentiated by job level
- Functionally-specific knowledge, skills, and abilities
- Vary by function/sub-function and/or job title

Competency Model Structure

Depending on the purpose of the competency model, the structure of the competency model may vary

Performance
Evaluation

Performance evaluation standards measure performance

Development

Proficiency levels specify required behaviors to support development and career planning

Example Core Leadership Competency Structure with Performance Evaluation Standards

Achieves Results: Sets and achieves challenging goals and takes ownership or results.

Differentiated by performance level

Differentiated by job level

| Job Level | Does Not Meet | Meets Expectations | Exceeds Expectations |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive | Does not hold self personally accountable for own, team's, or organization's performance and/or uses poor methods to track results. | Establishes challenging goals with clear, detailed plans and metrics for self, employees, and organization and models personal commitment to achieving outstanding results. | Consistently sets challenging and realistic goals with clear, detailed plans and metrics for self and others and drives organization toward breakthrough results. |
| Manager | Does not hold self personally accountable for own or team's performance, uses poor methods to track results, or does not allocate resources to top priorities. | Establishes challenging goals with clear, detailed plans, priorities, and metrics for self, others, and achieves solid results. | Establishes challenging and realistic goals with clear, detailed plans and metrics for self and others, and is committed to achieving outstanding results. |
| Individual Contributor | Does not hold self accountable for own performance and results and blames others. | Establishes challenging goals for self and achieves expected results and tracks own progress toward goals. | Establishes challenging and meaningful goals for self and is personally committed to achieving outstanding results and proactively tracks own and team's progress toward goals. |

- Often used for performance management
- Typically used for leadership competencies
- Can also be used for functional competencies

Example Functional Competency Structure with Proficiency Levels

Relationship Building and Networking: The ability to develop and maintain quality relationships and partnerships with key, influential, external and internal stakeholders to accomplish objectives. Know how to develop long-term based relationships with key partners. Build and leverage influential networks to identify opportunities, form strategic alliances, and open communication channels. Inform, educate, and advise business, legislative, and regulatory leaders.

Differentiated by performance/development level



| Learning | Applying | Leading | Expert |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional | Manager, Sr. Manager | Director | Sr. Director, VP |
| Develops quality relationships with stakeholders to accomplish objectives. | Develops and maintains relationships with key internal and external stakeholders to accomplish objectives. | Actively seeks out, develops, and enhances highly engaged and long-term based alliances with key senior internal and external stakeholders to accomplish strategic objectives. | Proactively facilitates, aligns, and mobilizes long-term based alliances with key stakeholder leadership and external management boards with different orientations to accomplish strategic objectives for the enterprise. |
| Commits to and gains transparency, honesty, and trust in relationships with others. | Actively builds and fosters transparency, trust, and credibility in relationships with others. | Leads and coaches others in developing and maintaining transparency, trust, and credibility in relationships with others. | Develops and executes strategies for advancing company's transparency, trust, and credibility with external stakeholders. |
| Develops networks inside and outside of company that lead to expertise and results. | Proactively builds and leverages influential networks to identify opportunities and open communication channels. | Proactively creates wide, expansive internal and external networks with senior and influential leaders and other stakeholders to form strategic alliances. | Is sought after by internal and external leaders as a key networking partner and catalyst for forming strategic alliances. |

- Often used for development
- Typically used for functional competency models
- Job levels are mapped to proficiency levels based on input from job experts

Competency Development and Validation Process

Capture Job Information and Vision

- Collect and review current state job information
- Conduct interviews with Leaders to capture future vision, talent needs and anticipated changes

Develop Competency Model

- Develop draft competency model
- Ensure competency appropriateness across intended regions and functions
- Review and adjust model with Leaders

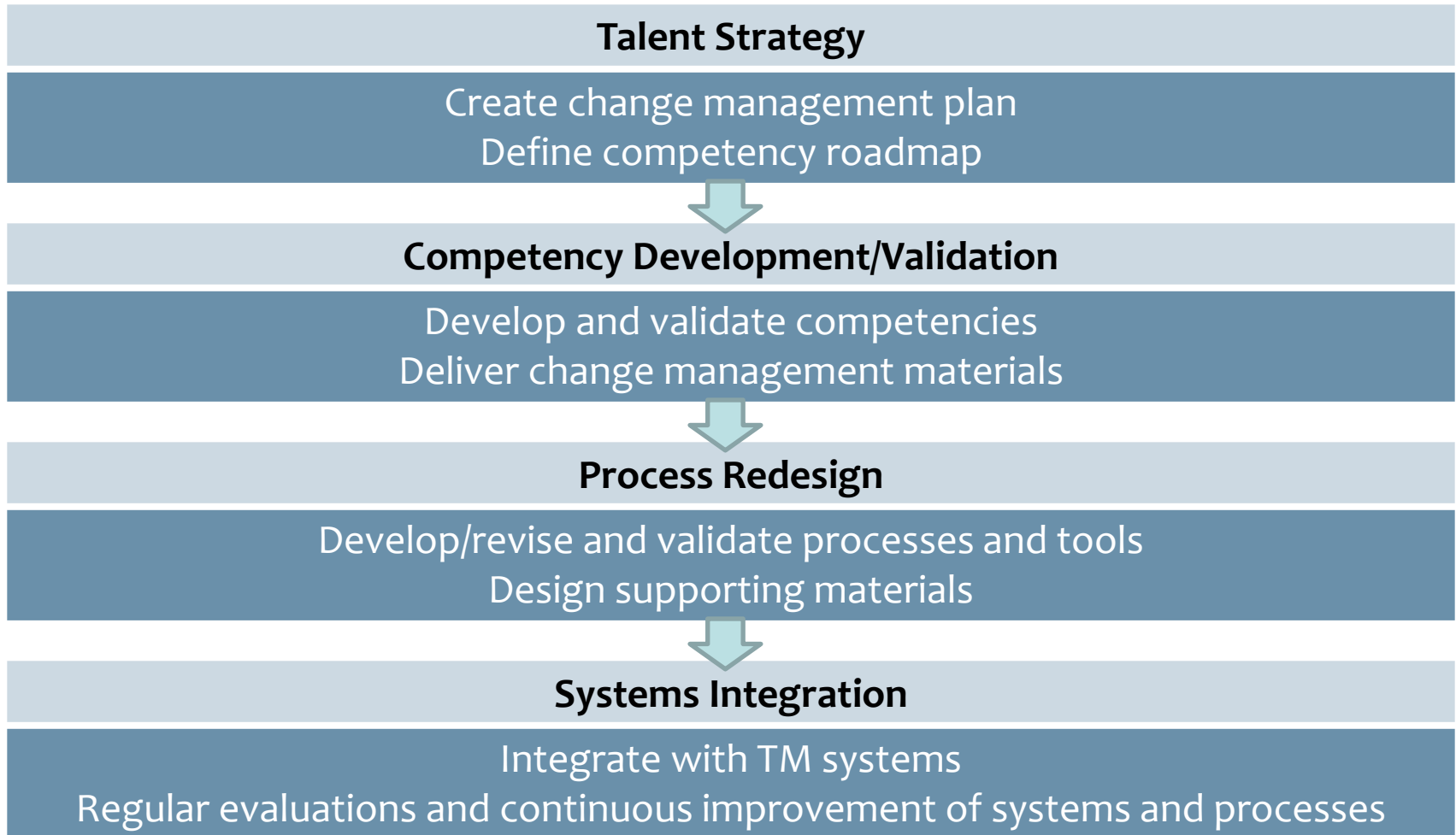
Validate Competency Model

- Administer online validation survey to Leaders
- Analyze collected survey data to confirm model
- Complete technical documentation

Validation Provides Legal Defensibility of Competency Models

- Since competency models serve as the foundation for HR practice areas, they must be validated to comply with professional and legal guidelines
- Relevant standards for evaluating validity
 - Uniform Guidelines on Employee Selection Procedures (1978)
 - Published jointly by the five Federal agencies charged with enforcing the Civil Rights Act
 - Standards for Educational and Psychological Tests (1999)
 - Jointly published by the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education
 - Principles for the Validation and Use of Personnel Selection Procedures (1987; 2003)
 - Published by the Society for Industrial and Organizational Psychology

An Integrated Approach



Competency Model Integration

Selection & Assessment

Job Descriptions
Structured Interviews (Core Competency)
Structured Interviews (Technical KSA)
Business Case Simulations
Leadership Assessment

Learning & Development

Manager Toolkit
Program Evaluation
Succession Planning
Career Progression
Developmental Resource Guide

Performance Management

Gap Analysis
360-Degree Survey
180-Degree Survey

Competency Maintenance

Access databasing
Online databasing