

Including Technical Competencies in Competency Models

1

Conceptualizing Project

1. Identify target group and jobs
2. Determine the business need- why is model needed?
3. Develop approach for project- what must be done; e.g. data gathering sessions
4. Gain sponsor approval for approach

2

Project Planning

1. Develop project plan and timeline
2. Working session with sponsor and key people to review plan and timeline
3. Identify people for resource team and those needed for data collection activities; e.g. for panels needed, who is on panels
4. Define roles and responsibilities for project team
5. Develop and launch communication plan

3

Data Collection

1. If unfamiliar with target job(s), conduct Technical Job Requirements Interviews as needed
2. Conduct panel(s) with SMEs to:
 - a. Identify technical competencies for target jobs
 - b. Write definitions for each competency
 - c. Create behavioral criteria for the proficiency levels
3. Conduct panel(s) with department leaders to agree on the competencies needed for each job and the required proficiency levels

4

Data Analysis and Coding

1. Integrate results from all panel sessions
2. Review data from leader interviews to ensure that the competencies they identified are reflected in model(s)
3. Use resource team for additional information needed or to fill in missing data

5

Building the Models

1. Prepare draft of model(s) showing:
 - a. Competencies with definitions
 - b. Indicators for the proficiency levels for each competency
 - c. Chart showing competencies needed and required proficiency levels for each target job
2. Review with project team and sponsor; revise based upon feedback
3. Prepare version of model for communication and use in applications

6

Develop Applications

1. Develop materials needed to support initial applications, e.g.:
 - a. Evaluation process and report to be used to conduct baseline evaluations on all incumbents
 - b. Suggested questions for use in selection interviews to focus on required competencies
2. Develop communications for model and new applications; schedule and conduct training needed
3. Develop implementation plan including success measures to be used

Technical Competency Framework For Information Management Im

Scott C. Dulebohn



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