

Doing competencies well case study sample

[Business](#), [Management](#)



Best practices in competency modeling

There are different sets of practices that are aligned to competency modeling, which is based on lessons learned as well as experience. In the article, it is worth to give credit to approaches that are based on best practices instead on empirically based. Competency models imply to collection of abilities, skills, knowledge, as well as characteristics, which are crucial in job performance. The combination of these types of competencies leads to the development of competency models. Competency modeling is crucial for various things; these include innovation. It is noteworthy because it gets the organizations to be attentive to employee skills, management, and job-related information. In an organization, executives assert a lot of importance to competency modeling because it gets job analysis into management decisions.

In every organization, competency modeling is also notable because it provides an avenue to distinguish average performers and top performers. In addition, competency modeling involves descriptions on how employees progressive and competences change. In this case, progress could refer to pay level and job grade. The KSAOs (knowledge, skills, abilities and characteristics) are mostly linked to business strategies and goals. The combination of competencies has a description that elaborates on the relationship between work objectives and goals to be achieved. Another important aspect of competency modeling is that they are developed top down (Campion et al, 2011). Moreover, competency models put into consideration indirect and direct job requirements. Another presentation of competency models is how it facilitates the ease of use. In every

organization, human resource department is particularly important; hence, competency model helps in aligning human resource. These important differences that exist between competency models and job analysis assert more value on competency models (Cooper, 2000).

In the human resource systems, competency models can be used to undertake various roles. These roles include hiring of employees, training employees, evaluating employee performance, promoting employees, develop employee careers, manage information on employees, compensate employees, manage critical skills retention, as well as supporting organizational change. These roles of competency models demonstrate the alignment roles played by competency models. Perhaps, competency model ensures that human resource systems in an organization are job related, and at the same time aligns this system based on KSAOs (Campion et al, 2011).

Conversely, the descriptions of best practices in competency modeling are based on experience. There are three divisions on best practices namely analyzing competence information, organizing competency information, as well as using competency information. In this case, there are various ways of identifying competencies and analyzing competency information. One of the ways to identify competencies includes consideration of organizational context (Campion et al, 2011). As a matter of fact, every organization tailors its competency models to fit its operations. Some of the contextual features of an organization include organizational culture, market, presence of unions, employee relations, life stage, weakness and strengths of management, as well as all issues that influence the behavior of employees. Organizations are most moved to adapt universal competencies, but in most

scenarios successful competencies have the tendency to foster competitive advantage and align with organizational corporate strategy.

Competencies can also be identified by linking competency models to objectives and goals of the organization. The linkage is always important to commitment and interest of the senior management. In order to make certain the best practice, competency model development begins with the definition of objectives and goals of the organization. Perhaps, another way of identifying the best practice and competence model is by starting from the top. These entail collecting information from the executive and top management. This move goes to the advantage of competence models. Job analysis technique can be used to build up and identify competencies (Campion et al, 2011) Other unique methods that can be used to identify competency models include a behavioral event interview, competency libraries, technical competencies, use of organizational language, and employee survey. In the past, models lacked rigor in meeting I-O (industrial and organizational) psychology standards. The I-O psychology contributes to the development of models through research methods and primary research on a job analysis. Competency can be a new concept in I-O psychology, but it can be traced to the literature on applied psychology (Aamodt, 2012). Moreover, job analysis has practiced various aspects of competency models for some time. Evidently, practices and experience in organizations promote better practices on competencies aspects.

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