Competency Update

Objectives

- Outline the Competency Definition process
- Identify the components of a competency model
- Review the structure of a competency model
- Define a sample competency with associated developmental indicators
- Illustrate the grouping of competencies into competency profiles
- Identify resources available to map items to competencies
- Work in progress – Forest Service and NASA

AgLearn Competency Process

Identify Competencies, Profiles

Build Competencies, Profiles in AgLearn

Associate Competencies with Items, Tasks, Objectives (optional)

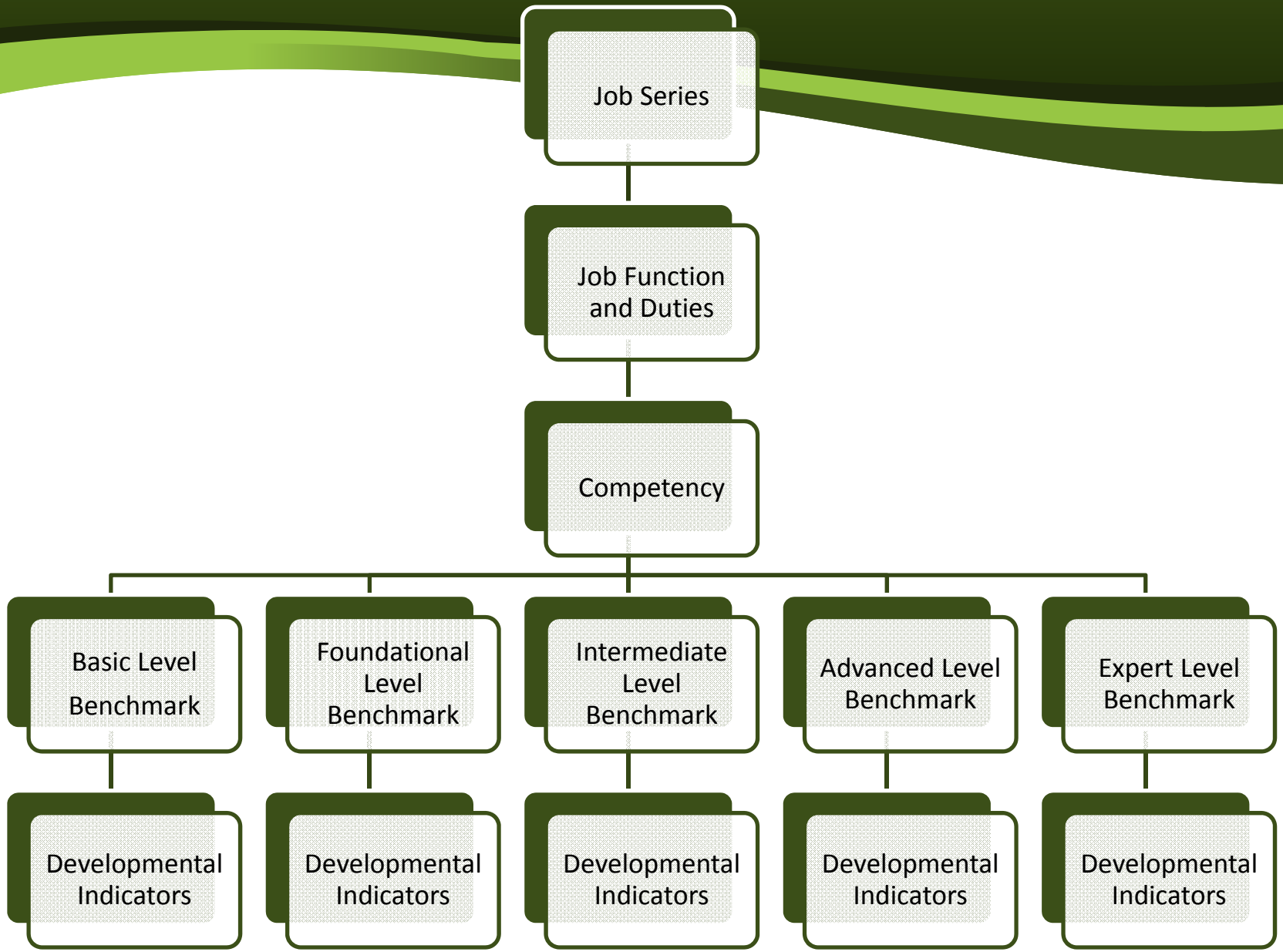
Assign Competency Profiles to Users

Record Assessment Ratings

Competency Model Components

- General Competencies
  - Applied across occupations and organizations
  - Based on OPM, augmented with agency specific information
  - Examples: Oral communication, flexibility
- Technical Competencies
  - Varies across occupations and across organizations
  - Defined by special requirements of position
  - Developed by experts, validated by others

USDA Competency Model Example

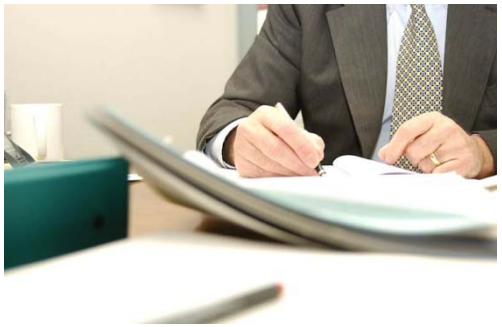


Example: Conflict Management

Definition (Explanation) - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Developmental Indicators (Rating Criteria)

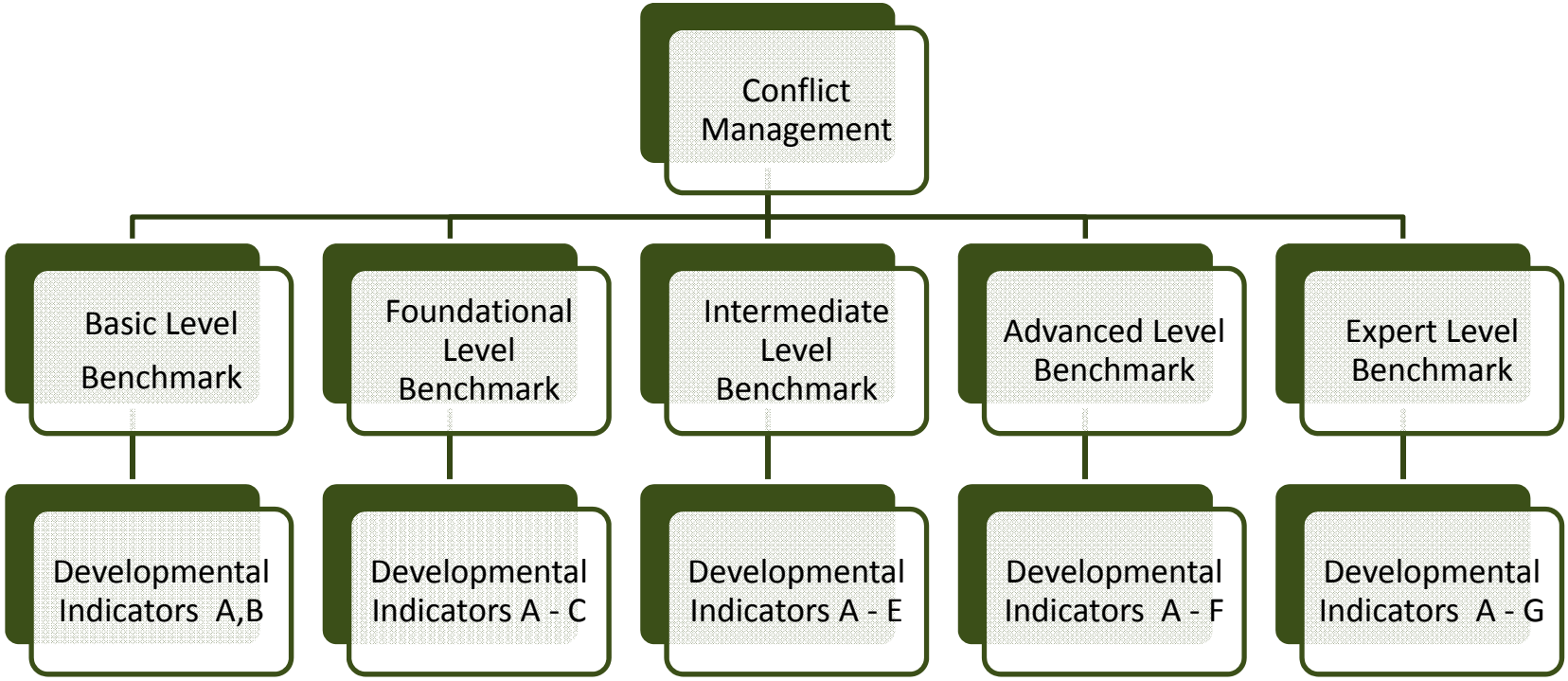
A developmental indicator is a behavioral or performance indicator that is an example of work to be performed while an individual is at that career level and for which the individual may require training and development in order to be successful on the job.



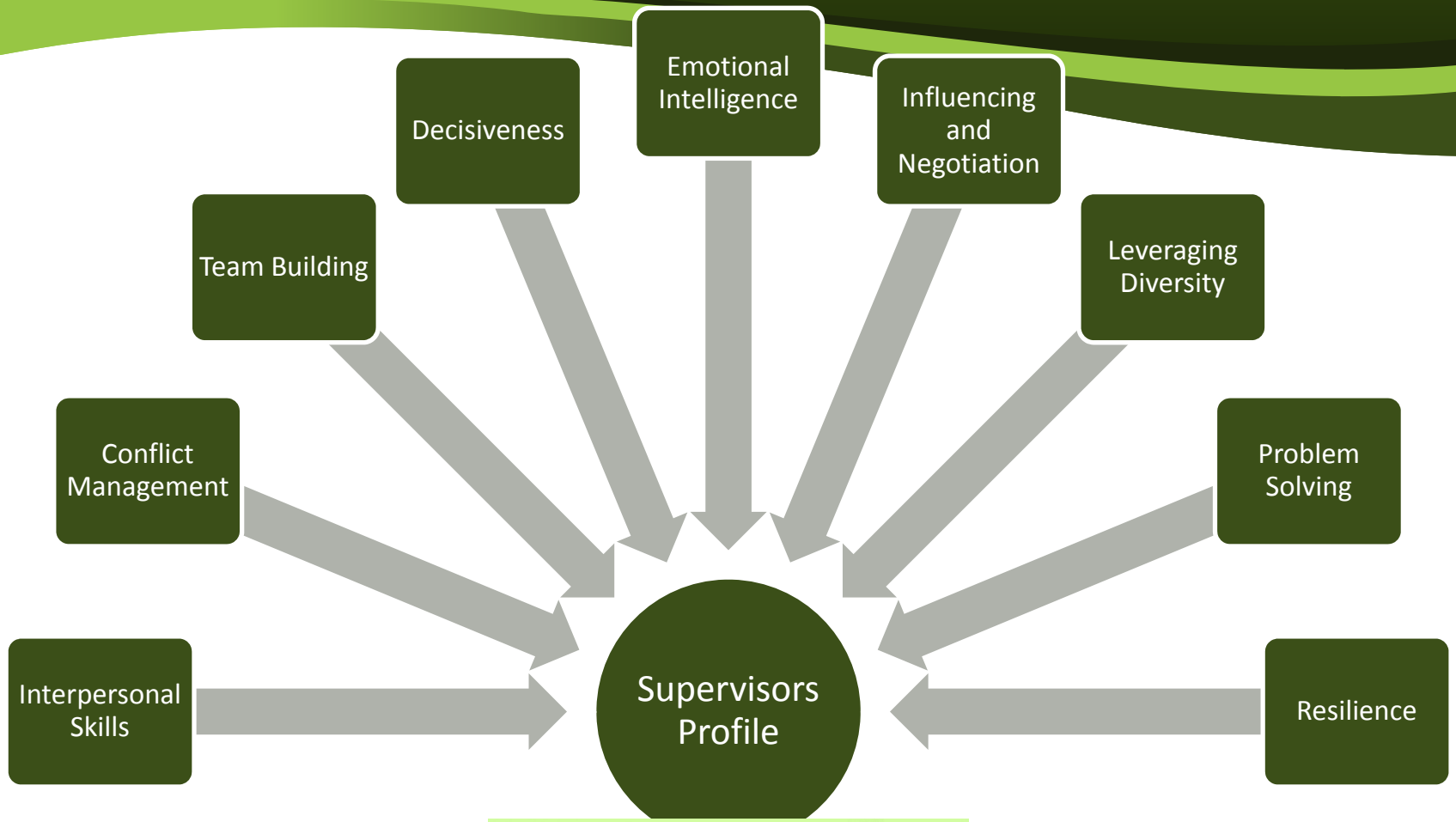
Developmental Indicators for Conflict Management

A. Demonstrate Self Understanding and Emotional Control.
B. Demonstrate Understanding of Others and Empathy.
C. Ability to analyze personal, structural and other sources of conflict within the team or organization and plan for long-lasting, long-term improvements.
D. Know the value of and be able to develop a culture of inclusiveness, respect and civility that values and respects different ideas and preferences.
   Knowledge of and ability to use state-of-the-art conflict management practices.
E. Knowledge of and effective use of in-house resources to manage conflict.
F. Understand and demonstrate a knowledge of the role that change has in contributing to possible conflict.

USDA Competency Model Example



Competency Profiles



Map Items To Competencies

Moving into Management	
Taking on a Management Role	mgmt_03_a01_bs_enus
Becoming a Manager: Responsibilities and Fears	mgmt_03_a02_bs_enus
Becoming a Manager: Leading and Communicating	mgmt_03_a03_bs_enus
A New Manager and the Company's Future	mgmt_03_a04_bs_enus
Moving into a Management Role Simulation	MGMT003A
Leadership and Management Simulation	MGMT003B
Moving from Technical Professional to Management	
Management Development for Technical Professionals	MGMT0121
Communication Skills for Successful Management	MGMT0122
Process Management Skills	MGMT0123
Leadership Development for Technical Professionals	MGMT0124
Strategies for Transitioning into Management	MGMT0125
Transitioning From Technical Professional to Management	MGMT0120
From Technical Professional to Leadership Simulation	MGMT012S

Competency Record– Summary Data

Competency ID: 2210-35-ConflictManagement

Description: Conflict Management

Users | Rating Criteria

Summary | Subject Areas | Items | Cpty Profiles | Objectives | Tasks

Edit the Competency

* = Required Fields

Description: Conflict Management

* Competency Category: OPM-2210-General (OPM 2210 IT General Competencies)

* Competency Type: OPM-2210-Core (OPM-2210-Core)

* Rating Scale: Proficiency (OPM Proficiency Rating Scale)

Competency Source: OPM (Office of Personnel Management)

* Domain: USDA

Explanation: Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Proficiency Rating Criteria

Competency ID: 2210-35-ConflictManagement

Description: Conflict Management

Users | Rating Criteria

Summary | Subject Areas | Items | Cpty Profiles | Objectives | Tasks

Edit the Rating Criteria for the Competency

* = Required Fields

Rating	Rating Label	* Criteria	Suggested Review Comments
1	Basic	Handles minor conflicts, complaints, confrontations, or disagreements in situations	
2	Foundational	Resolves an employee's complaint regarding developmental opportunities	
3	Intermediate	Resolves conflicting priorities for resources within the office. Resolves conflicts and	
4	Advanced	Defuses conflict with individuals who become hostile during an audit	
5	Expert	Anticipates, prevents, and resolves conflicts, grievances, confrontations,	

Competency Items

Item Type: Web Based
Item ID: COMM0006_SKILLSOFT
Revision Date: 3/11/2004 09:07 PM EST
Revision Number:

Pricing	Chargeback	Catalogs	Subject Areas		Standard Options
Online Settings	Notifications	Materials	Objectives	Grading Options	Cost Calculation
Curricula	Competencies	Custom Fields	Requests	Rqst Reasons	Substitutes
Summary	Design Data	Delivery Data	Prerequisites	Documents	Tasks

Edit the Item

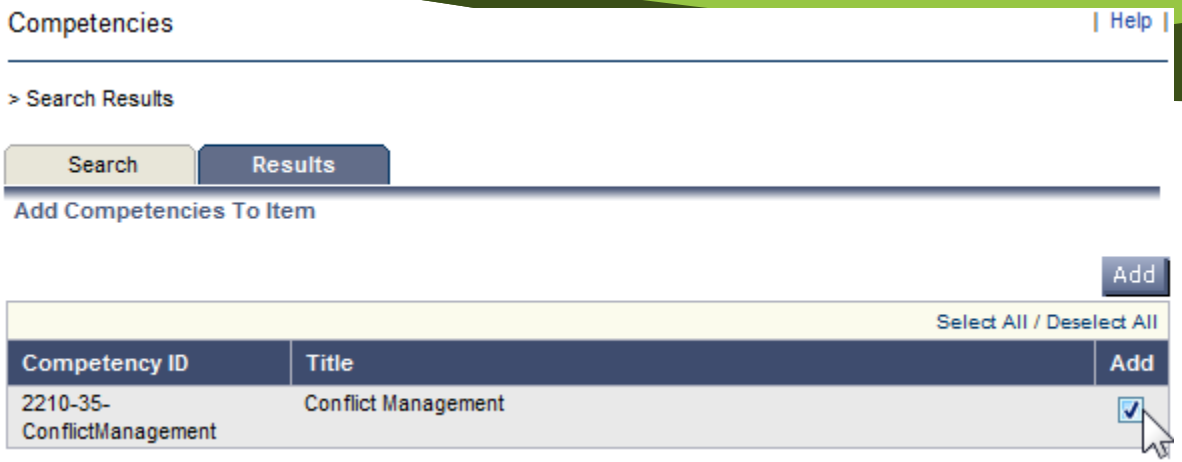
Apply Changes | Revise... | Reset | Copy Item... | Schedule | Delet

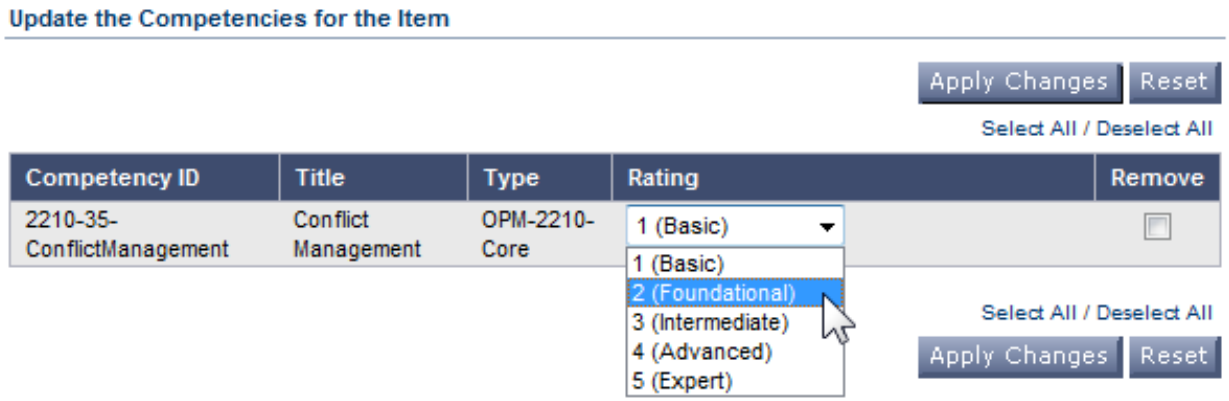
* = Required Fields

Title: Communication Skills for Resolving Conflict

Associating Items and Rating Levels

Find the course (**Item**) that meets the criteria for a required proficiency level. From the Item's **Competency** tab, search for the competency you wish to add to this Item.





Select the rating criteria level that will automatically be assessed upon completion of the Item.

SkillSoft Course Map

OPM ECQ Leadership Map- November, 2007

most directly linked courses for each ECQ are highlighted in gray

courses in red are new courses that are now available and have been added to the map

Executive Core Qualification	Course	Course #	Team Member	Team Leader	Project Mgr.	1st-Line Mgr.	Mgr. Of Mgrs.	Executive
ECQ #2-LEADING PEOPLE								
Conflict Management								
	Problem-solving and Decision-making for Business							
	Foundations of Effective Thinking	PD0231	○	●	●	●●	●●	●
	Framing the Problem	PD0232	○	●	●	●●	●●	●
	Generating Alternatives in Problem Solving	PD0233	○	●	●	●●	●●	●
	Creative Problem Solving and Effective Thinking (Simulation)	PD0230	○	●	●	●●	●●	●
	Rational Problem Solving and Decision-making Simulation	PD023S	○	●	●	●●	●●	●
	Moving into a Management Role							
	Lead and Communicate Effectively as a New Manager	MGMT0003	●●	●●	●	○	○	○
	Managing Problem Performance							
	Preventing Problem Performance	MGMT0161	●●	●●	●	○	○	○
	How to Overcome Negativity in the Workplace							
	Overcoming Organizational Negativity	MGMT0313	-	●	●	●	●	○
	The Fundamentals of Business Crises Management							
	Preparing for Business Crises	MGMT0171	○	●	●	●	●	○
	Responding to Business Crises	MGMT0172	○	●	●	●	●	○
	Recovering from Business Crises	MGMT0173	○	●	●	●	●	○
	Business Crisis Management Simulation	MGMT0170	-	○	○	●	●	○

Map Links to Description, Objectives

Conflict Management

Problem-solving and Decision-making for Business

Foundations of Effective Thinking	PD0231
Framing the Problem	PD0232
Generating Alternatives in Problem Solving	PD0233
Creative Problem Solving and Effective Thinking (Simulation)	PD02[illegible]

Generating Alternatives in Problem Solving

Overview/Description
Target Audience
Expected Duration
Lesson Objectives

Overview/Description

When faced with any problem, it's tempting, especially in today's frenzied business atmosphere, to either take the easiest route or rely on the old tried-and-true methods. But how many times have you taken a certain action and realized afterward that you had more options than you realized? Now more than ever, today's business world is complex and multifaceted. As a positive result of that complexity, however, you can enjoy the benefits of increased opportunities in problem solving. This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions. Using both rational and creative approaches to problem solving, you'll be sure that no good idea is left unnoticed. And even when you get stuck, when that rut becomes tiresomely deep, you'll be able to right your course by using the dynamic strategies provided here. Options and alternatives are valuable commodities to possess. Get ready to take them to the bank.

Review description, examine Lesson Objectives

Next Steps

- Define your competency model
- Work with HR to determine what currently exists – don’t reinvent the wheel
- If HR data aligns with AgLearn structure, work with Team AgLearn to import
- Select one area to pilot within AgLearn
- Map items to courses or rating levels
- Notify Team AgLearn - we can provide
  - Guidance
  - Job aids
  - Templates

Questions?

- Work in Progress
  - Veterans Affairs
  - Forest Service – Josh Fowler
  - NASA – Chris Carlson