

# 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

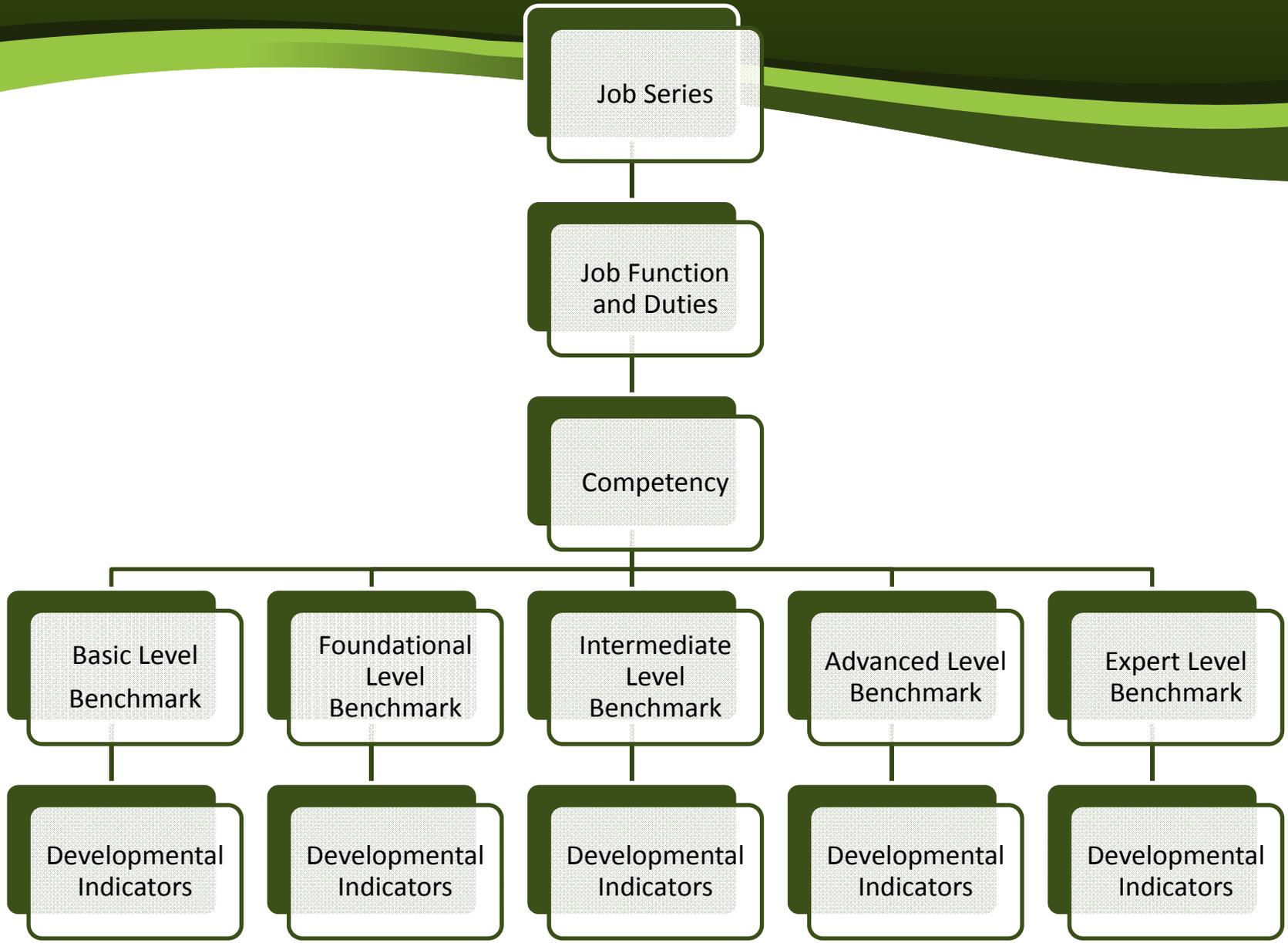
Record Assessment Ratings



# 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.*



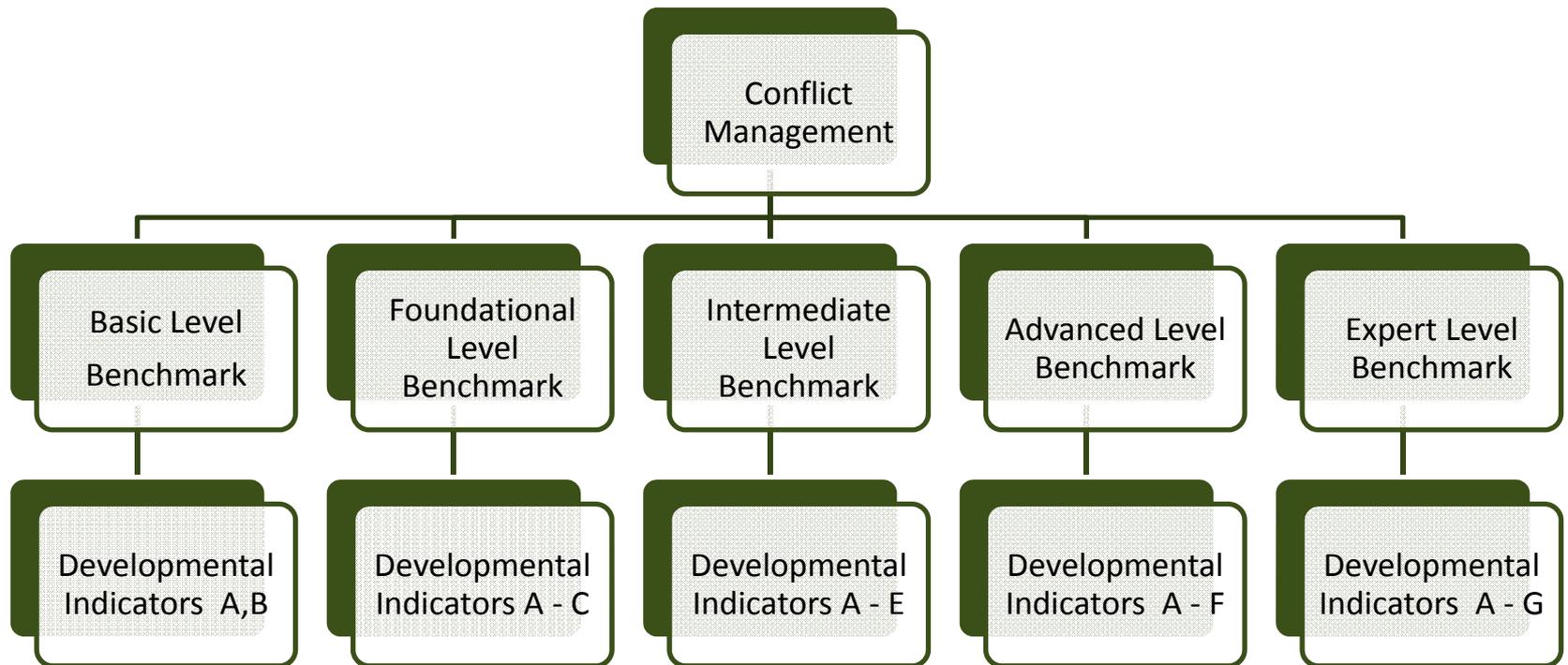


# Developmental Indicators for Conflict Management

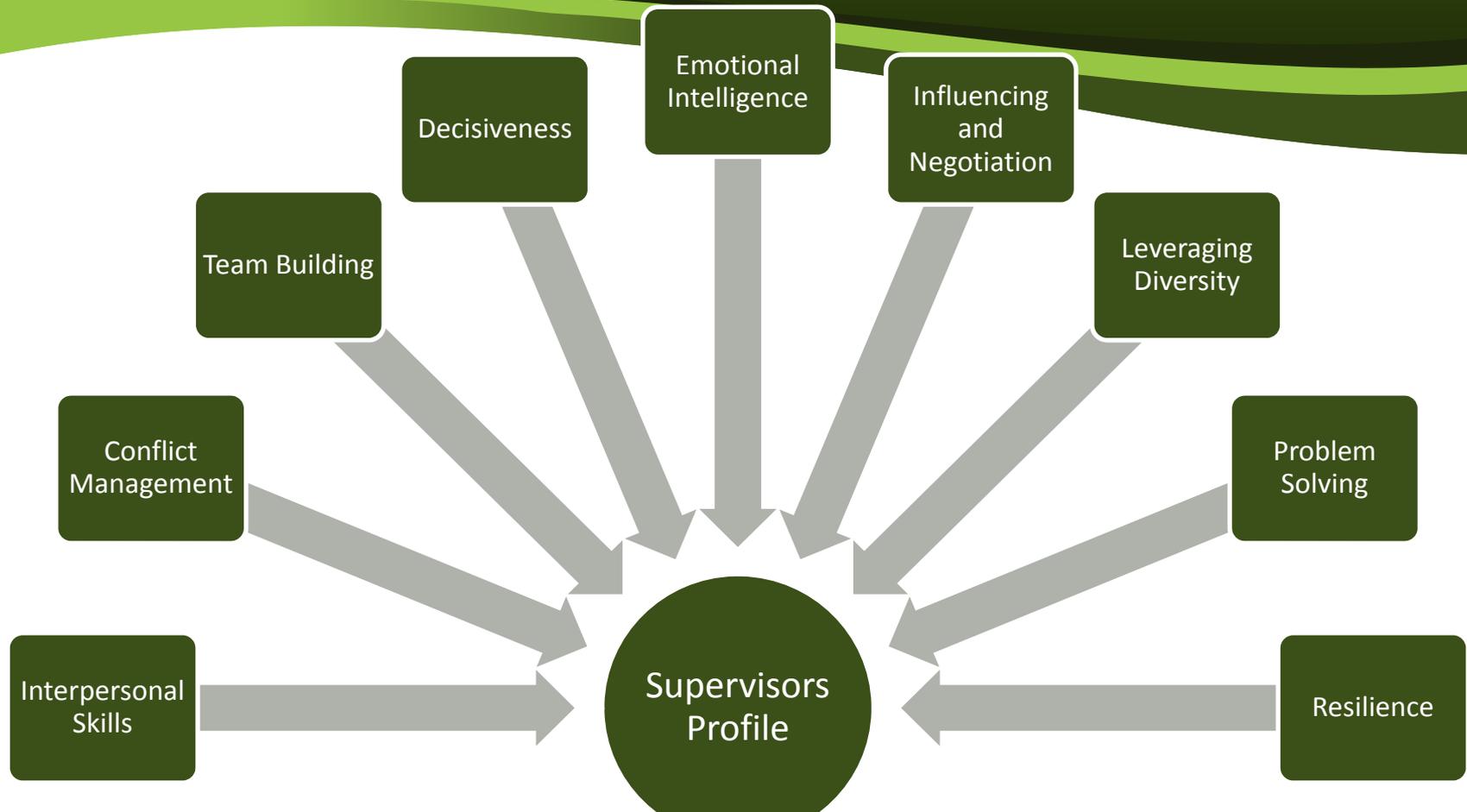
- A. Demonstrate Self Understanding and Emotional Control.
- B. Demonstrate Understanding of Others and Empathy.
- C. Ability to analyze personal, structural and other sources of conflict within the team or organization and plan for long-lasting, long-term improvements.
- D. Know the value of and be 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	<a href="#"><u>mgmt_03_a01_bs_enus</u></a>
Becoming a Manager: Responsibilities and Fears	<a href="#"><u>mgmt_03_a02_bs_enus</u></a>
Becoming a Manager: Leading and Communicating	<a href="#"><u>mgmt_03_a03_bs_enus</u></a>
A New Manager and the Company's Future	<a href="#"><u>mgmt_03_a04_bs_enus</u></a>
Moving into a Management Role Simulation	<a href="#"><u>MGMT003A</u></a>
Leadership and Management Simulation	<a href="#"><u>MGMT003B</u></a>

## **Moving from Technical Professional to Management**

Management Development for Technical Professionals	<a href="#"><u>MGMT0121</u></a>
Communication Skills for Successful Management	<a href="#"><u>MGMT0122</u></a>
Process Management Skills	<a href="#"><u>MGMT0123</u></a>
Leadership Development for Technical Professionals	<a href="#"><u>MGMT0124</u></a>
Strategies for Transitioning into Management	<a href="#"><u>MGMT0125</u></a>
Transitioning From Technical Professional to Management	<a href="#"><u>MGMT0120</u></a>
From Technical Professional to Leadership Simulation	<a href="#"><u>MGMT012S</u></a>



# Competency Record– Summary Data

Competency ID: 2210-35-ConflictManagement

Description: Conflict Management

Users	Rating Criteria				
<b>Summary</b>	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	<b>Rating Criteria</b>				
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
<b>Summary</b>	Design Data	Delivery Data	Prerequisites	Documents	Tasks

[Edit the Item](#)

[Apply Changes](#) [Revise...](#) [Reset](#) [Copy Item...](#) [Schedule](#) [Delete](#)

\* = Required Fields

Title:

# 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.

Competencies [Help](#)

> Search Results

Search Results

Add Competencies To Item

Add

Select All / Deselect All

Competency ID	Title	Add
2210-35-ConflictManagement	Conflict Management	<input checked="" type="checkbox"/>

## Update the Competencies for the Item

Apply Changes Reset

Select All / Deselect All

Competency ID	Title	Type	Rating	Remove
2210-35-ConflictManagement	Conflict Management	OPM-2210-Core	1 (Basic) ▼ 1 (Basic) 2 (Foundational) 3 (Intermediate) 4 (Advanced) 5 (Expert)	<input type="checkbox"/>

Select All / Deselect All

Apply Changes Reset

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



# SkillSoft Course Map

## OPM ECQ Leadership Map- November, 2007

### Executive Core Qualification

### Course

### Course #

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

Team Member	Team Leader	Project Mgr.	1st-Line Mgr.	Mgr. Of Mgrs	Executive
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## ECQ #2-LEADING PEOPLE

### Conflict Management

#### Problem-solving and Decision-making for Business

Foundations of Effective Thinking

[PD0231](#)

○	●	●	●●	●●	●
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Framing the Problem

[PD0232](#)

○	●	●	●●	●●	●
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Generating Alternatives in Problem Solving

[PD0233](#)

○	●	●	●●	●●	●
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Creative Problem Solving and Effective Thinking (Simulation)

[PD0230](#)

○	●	●	●●	●●	●
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Rational Problem Solving and Decision-making Simulation

[PD023S](#)

○	●	●	●●	●●	●
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#### Moving into a Management Role

Lead and Communicate Effectively as a New Manager

[MGMT0003](#)

●●	●●	●	○	○	○
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#### Managing Problem Performance

Preventing Problem Performance

[MGMT0161](#)

●●	●●	●	○	○	○
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#### How to Overcome Negativity in the Workplace

Overcoming Organizational Negativity

[MGMT0313](#)

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#### The Fundamentals of Business Crises Management

Preparing for Business Crises

[MGMT0171](#)

○	●	●	●	●	○
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Responding to Business Crises

[MGMT0172](#)

○	●	●	●	●	○
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Recovering from Business Crises

[MGMT0173](#)

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Business Crisis Management Simulation

[MGMT0170](#)

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# 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)

[PD0234](#)

## **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