Introduction to Competencies

February 2010

DEVELOPMENTAL SERVICES
HUMAN RESOURCE STRATEGY

Welcome

- Name

- Role and tenure

- Expectations for the session

- Who is the most inspirational person you know or have met?

Objectives

- Identify the key characteristics of a competency

- Become familiar with the Core Competency Models for roles in the Developmental Services sector

- Identify behaviours and link them to competencies

- Complete a competency self-assessment to determine your current performance level and where your development opportunities lie
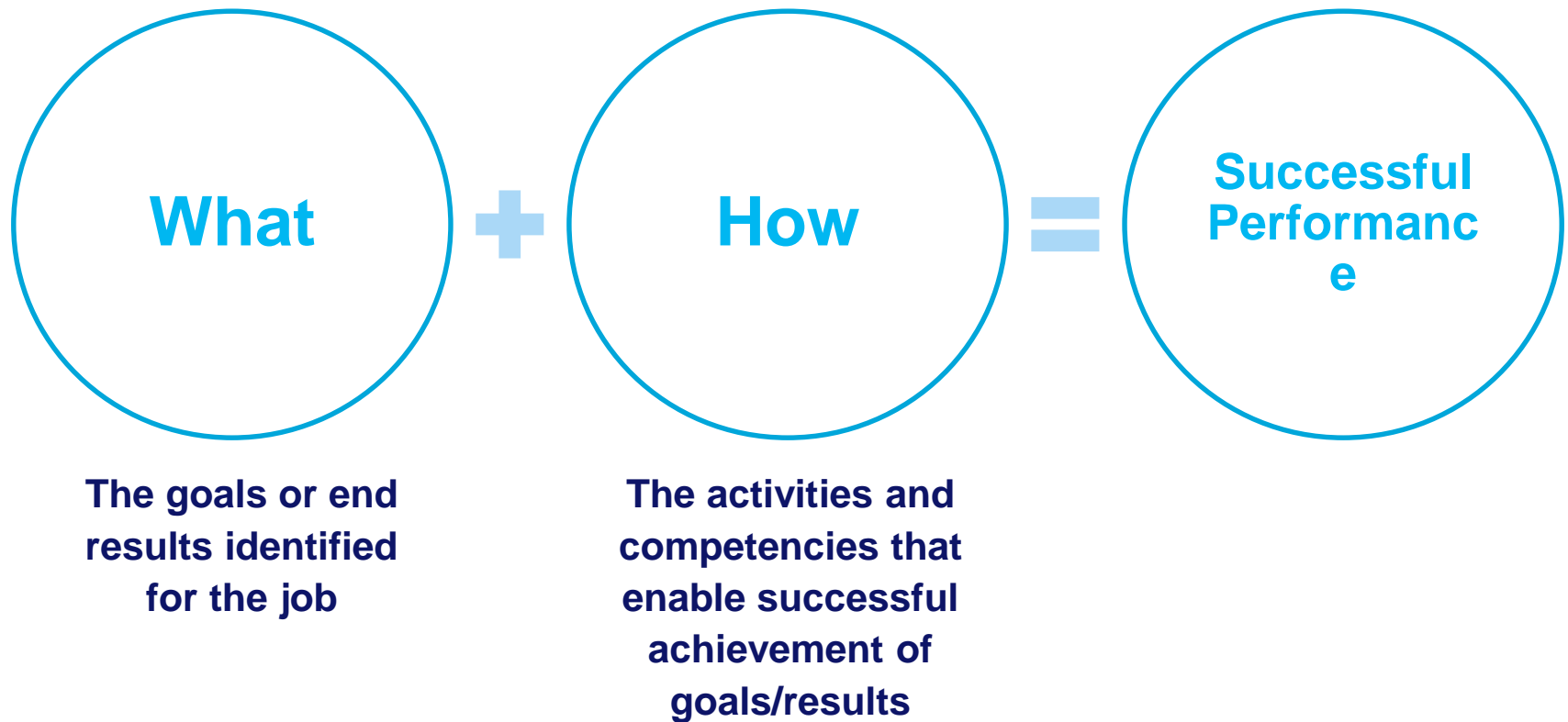
Agenda

- Welcome, objectives and agenda

- Introduction to competencies

- Core competencies

- BREAK

- Identifying competencies in action

- Completing a competency self-assessment

- ADJOURN
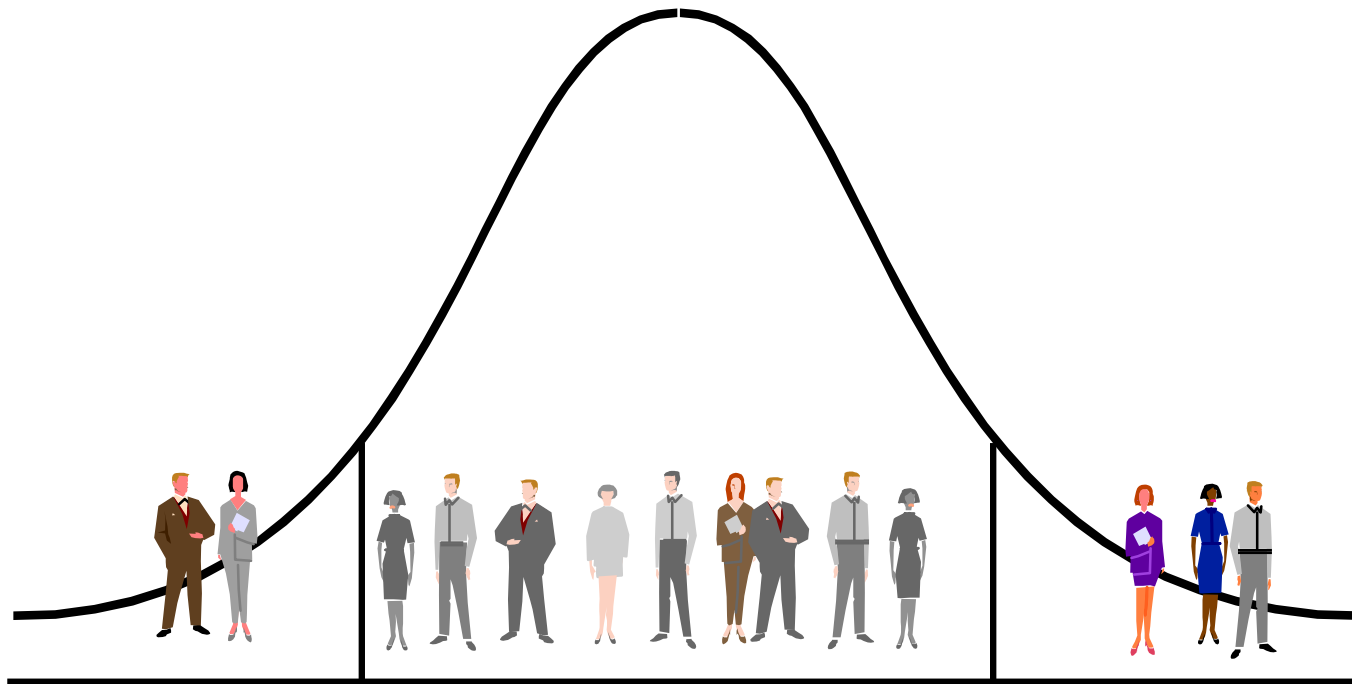
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Introduction to competencies

The performance equation

What + **How** = **Successful Performance**

The goals or end results identified for the job

The activities and competencies that enable successful achievement of goals/results

# Thirty years of research and experience have proven that…

- In every job, some people perform much more effectively than others

- Superior performers use different approaches and behaviours than average performers to get the job done

- In complex jobs, superior performers deliver about 50% more than average performers

- It is possible to identify the key competencies and desired levels of performance required for success in a given job

- It is possible to identify high potential employees if you know what you are looking for

Competencies can be used to raise the performance bar
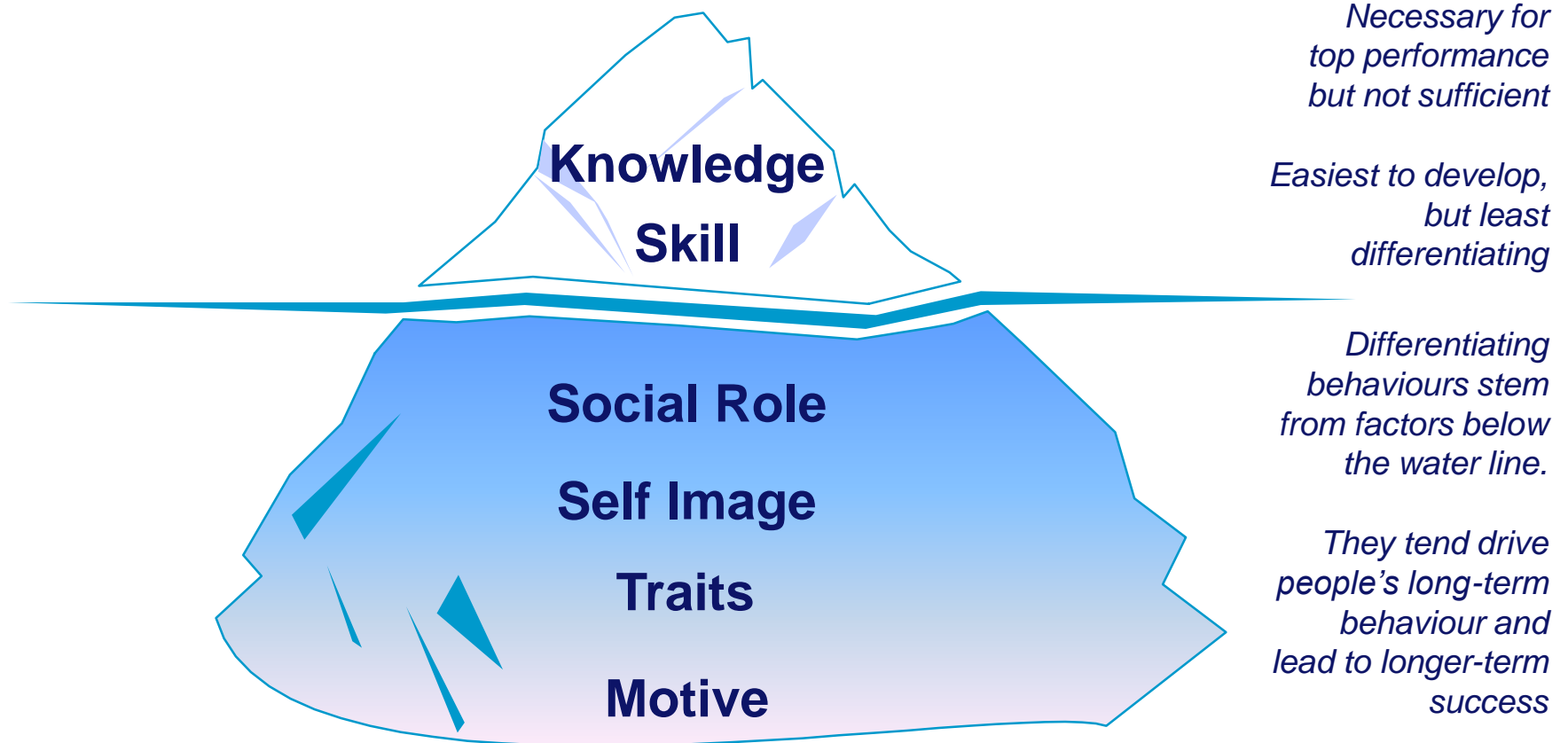

The Competency Curve
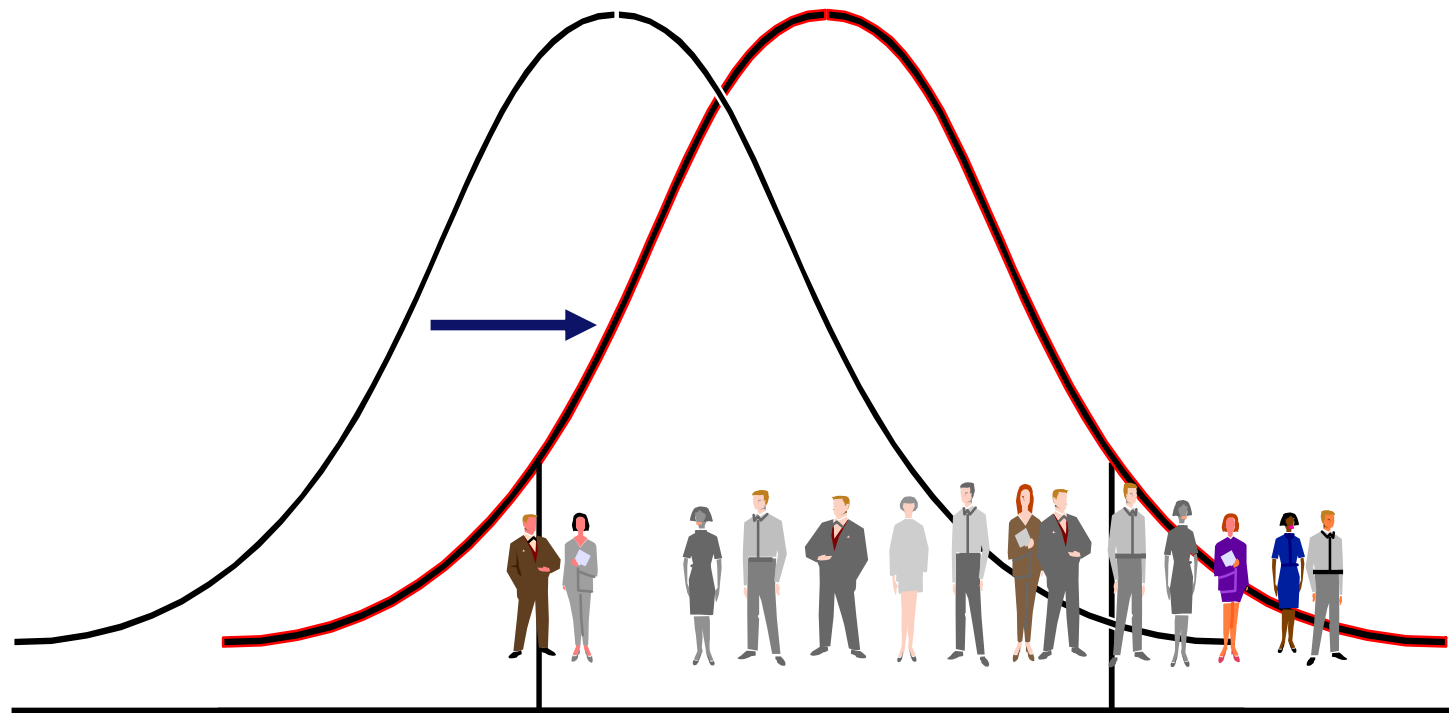
The Competency Curve

What is a competency?

A competency is any skill, knowledge, behaviour or other personal characteristic that is essential to perform the job **and that differentiates outstanding from typical performance.**

Competencies are what outstanding performers do more often, in more situations, and with better results than typical performers.

Competencies can be thought of in terms of an iceberg

Knowledge

Skill

Social Role

Self Image

Traits

Motive

Necessary for top performance but not sufficient

Easiest to develop, but least differentiating

Differentiating behaviours stem from factors below the water line.

They tend drive people's long-term behaviour and lead to longer-term success

What does a competency look like?

Each core competency has:

- A definition of what it means

- Levels of proficiency, which are described as scales

  – Each competency scale typically has 4-6 levels

  – Each level has a series of behaviours associated with it – these behaviours are *observable* and *measurable*

  – A target level for successful performance has been identified for each role

Example of a competency: COLLABORATION

(1) Collaboration Is about communicating with others both within one's team as well as with individuals, agencies and organizations outside one's immediate work area or span of control (e.g., with community partners and stakeholders) to create alignment within and across groups. It is not only encouraging but expecting collaborative efforts and information sharing across agency/organizational lines toward shared outcomes..

(2)

1. **Collaborates/does own share of work.** **(3)**

   (4)
   - Willingly accepts and quickly adapts to an assigned role as a member of a large or small team.
   - Shares information with team members about actions or proposed changes that will affect them…

2. **Values others and solicits input.**

3. **Encourages others.**

4. **Works to build team commitment and spirit.**

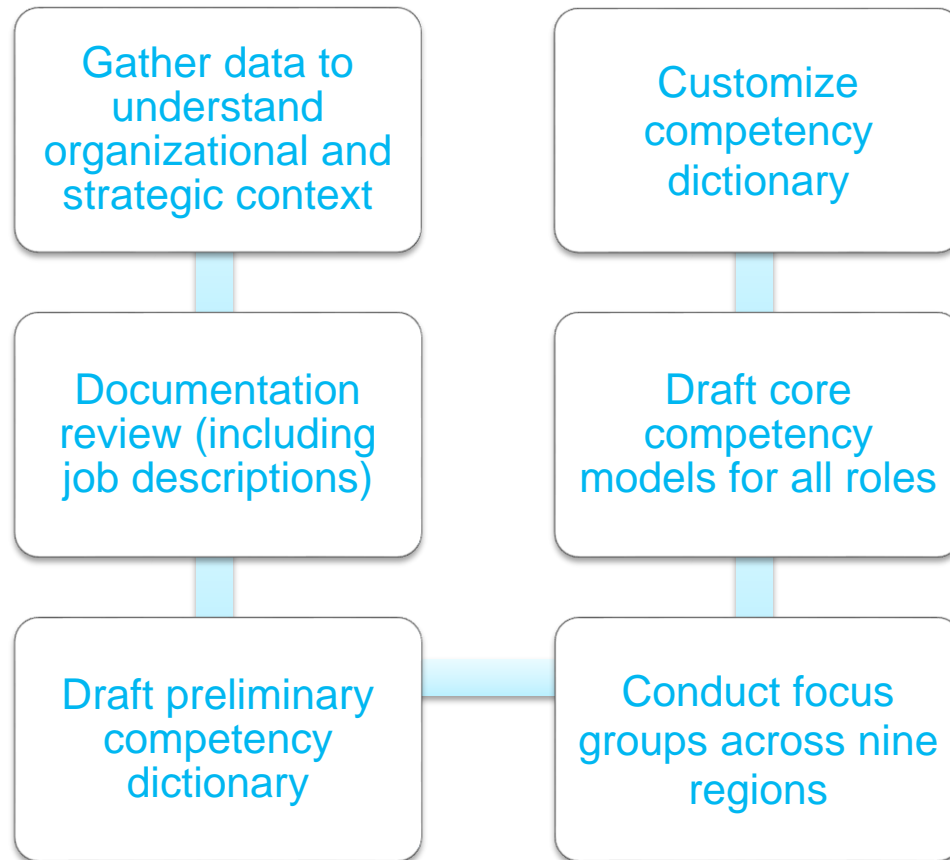|	
1.	**Definition**
2.	**Scale** – behaviours are arranged in increasing order of sophistication
3.	**Level titles**
4.	**Behavioural indicators** - discrete "packets" of behaviours or characteristics

Different positions require different competencies

- Core competencies have been identified for the following positions:

    - Direct Support Professional   - Clinical Specialists

    - Direct Support Supervisor   - Managers

    - Specialized Support Workers   - Directors

- The set of core competencies for a position is called a *competency model*

Competency model development

Begin

Gather data to understand organizational and strategic context

Documentation review (including job descriptions)

Draft preliminary competency dictionary

Conduct focus groups across nine regions

Draft core competency models for all roles

Customize competency dictionary

End

Core competencies

Advocating for Others	Collaboration	Creative Problem Solving & Decision Making	Developing Others
Fostering Independence in Others	Holding People Accountable	Initiative	Interpersonal Relations & Respect
Leading Others	Managing Change	Relationship/ Network Building	Resilience
Resource Management	Self-Development	Strategic Thinking	

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Core competencies

Advocating for Others

Individuals demonstrating the competency "Advocating for Others" show through their behaviours an inclination to champion a cause or issue and try to get others to support it (i.e., trying to win the support of others).

1. States facts to persuade or motivate

2. Takes multiple actions to encourage

3. **Calculates impact of actions or words**

4. **Uses indirect influence**

5. Uses complex influence strategies

LEGEND

Direct Support Professional	Direct Support Supervisor	Specialized Support Worker	Clinical Specialist	Manager	Director

Collaboration

Collaboration Is about communicating with others both within one's team as well as with individuals, agencies and organizations outside one's immediate work area or span of control (e.g., with community partners and stakeholders) to create alignment within and across groups. It is not only encouraging but expecting collaborative efforts and information sharing across agency/organizational lines toward shared outcomes.

1. Collaborates/does own share of work

2. Values others and solicits input

3. **Encourages others**

4. **Uses indirect influence**

LEGEND

Direct Support Professional	Direct Support Supervisor	Specialized Support Worker

Creative Problem Solving and Decision Making

Creative Problem Solving and Decision Making is the demonstration of behaviours that enable one to identify and solve problems by understanding the situation, seeking additional information, developing and weighing alternatives, and choosing the most appropriate course of action given the circumstances. Problems can be solved by breaking the issue into smaller pieces or by identifying patterns or connections between situations that are not obviously related. It involves the willingness to and demonstration of behaviours associated with taking a creative approach to problems or issues. It includes "thinking outside of the box" to go beyond the conventional, and to explore creative uses of resources.

1. Uses a common sense approach to solve problems

2. Is open to new ideas/solutions

3. **Understands and acts on basic relationships**

4. **Identifies and considers options to solve a problem or issue**

5. **Solves complex problems**

LEGEND

Direct Support Professional	Direct Support Supervisor	Specialized Support Worker	Manager	Director

Developing Others

Developing Others involves a genuine intent and passion to foster the long-term learning or development of others through encouraging, managing performance and coaching, in order to fulfill the current and future skill requirements of both individuals within the profession and the organization. Developing Others is not limited to formal positions of authority.

1. Shares task-related advice and expertise with others

2. Creates learning opportunities for others relative to technical skills acquisition

3. Coaches others and provides advice relative to competency acquisition

4. **Provides in-depth coaching**

5. **Champions a supportive learning environment that facilitates employee growth and development**

LEGEND

Direct Support Supervisor	Manager	Director

Fostering Independence in Others

Fostering Independence in Others is about enabling others to be self-sufficient and to nurture self-determination. It is also the sharing of responsibility with individuals and groups so that they have a deep sense of commitment and ownership.

1. Provides encouragement

2. Provides training and support

3. **Delegates**

4. **Fully empowers others**

5. **Encourages individuals within the organization to empower others**

LEGEND

Direct Support Professional	Specialized Support Worker	Clinical Specialist	Manager	Director

Holding People Accountable

Holding People Accountable is about communicating in a direct way what one wants or requires of others. It includes giving directions, setting limits, and holding people accountable for performance, insisting on high performance, confronting problem employees, and using appropriate positional authority to ensure performance with the long-term good of the organization in mind. It involves being firm and assertive, and stepping up to difficult decisions.

1. Gives directions

2. Sets limits

3. Insists on high performance

4. **Holds people accountable for performance**

5. **Steps up to difficult decisions**

LEGEND

Direct Support Supervisor	Manager	Director

Initiative

Initiative is about taking action, proactively doing things and not simply thinking about future actions. The time frame of this scale moves from addressing current opportunities or problems (being reactive) to acting on future opportunities or problems (being proactive). People with this competency are action-oriented – they act in the present to create value in the future.

1. Addresses current opportunities or problems

2. Takes action under pressure

3. **Thinks and plans ahead**

4. Implements short-term plans

5. Implements longer-term comprehensive plan(s)

LEGEND

Direct Support Professional	Specialized Support Worker	Clinical Specialist

Interpersonal Relations and Respect

Interpersonal Relations and Respect involves dealing with people in a respectful and sensitive manner. It implies truly listening, understanding, accepting and respecting the opinions, feelings, perspectives and motivations of others. It is also the demonstrated willingness to use this knowledge to shape one's own responses and to show a concern for the welfare, dignity and feelings of others.

1. Listens respectfully to others

2. Actively seeks to understand and responds appropriately

3. **Effectively uses empathy**

4. **Understands deep underlying issues/needs and adjusts behaviours accordingly**

LEGEND

Direct Support Professional	Specialized Support Worker	Clinical Specialist

Leading Others

Leading Others is about taking on the role of leader of a team or other group. It involves providing inspiration, clarity and direction through a compelling vision of the future. This includes ensuring that those who are led work together and are provided with the required resources and motivational support. Leaders measure their success through the success of others.

1. Facilitates the team function

2. Promotes team effectiveness

3. **Obtains resources/takes care of the team**

4. Positions self as leader

5. **Builds commitment to a compelling vision**

LEGEND

Direct Support Supervisor	Manager	Director

Managing Change

Managing Change is about supporting a change initiative that has been mandated within the agency and/or sector. It involves helping employees and individuals and their families understand what the change means to them. People with this competency willingly embrace and champion change.

1. Speaks out for change

2. Links change to work processes

3. Makes changes real for individuals

4. **Follows through on change initiative**

5. **Manages the change process**

LEGEND

Manager	Director

Relationship/Network Building

Relationship/Network Building is about building and maintaining effective and constructive working relationships, partnerships or networks of contacts with people who are, or might someday be, instrumental in achieving work-related goals. It is the desire to work co-operatively with all stakeholders to meet mutual goals. It includes demonstrating strong interpersonal relations where one interacts with others in ways that advance the work of the agency/sector by developing respect, trust and mutual understanding, and productive working relationships. It involves awareness that a relationship based on trust is the foundation for success in delivering results.

1. Maintains current relationships

2. Solidifies working relationships

3. **Proactively establishes planned networks to address specific issues**

4. **Networks to enhance strategic influence opportunities**

LEGEND

Manager	Director

Resilience

Resilience involves maintaining stamina and performance under continuing stress, and to act effectively under pressure. It includes bouncing back from disappointments or confrontations, not letting them negatively influence ongoing performance. Resilient people consistently display determination, self-discipline and commitment in spite of setbacks or lack of support, and a willingness to take a stand when appropriate.

1. Tries to maintain consistency of performance

2. Performs well under normal pressure

3. Overcomes obstacles and/or distractions in specific situations (short to medium term)

4. **Delivers results with a high level of consistency over a long period of time**

LEGEND

Direct Support Professional	Specialized Support Worker	Clinical Specialist

Resource Management

Resource Management is understanding and effectively managing resources (e.g., people, materials, funds). This is demonstrated through measurement, planning and control of resources to maximize results. People who demonstrate this competency treat the agency's/sector's financial resources as if they were their own. It requires a balance of qualitative (e.g., human resources) and quantitative (e.g., financial resources) measures.

1. Understands resource issues

2. Pursues resource effectiveness

3. Advocates effective utilization

4. **Benefits the agency**

LEGEND

Manager	Director

Self-Development

Self-Development involves proactively taking actions to improve personal capability. It also involves being willing to assess one's own level of development or expertise relative to one's current job, or as part of focused career planning.

1. Updates job knowledge/skills

2. Initiates self-development

3. Actively seeks feedback for performance enhancement

4. **Takes responsibility for personal career development**

LEGEND

Clinical Specialist

Strategic Thinking

Strategic Thinking is linking long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.

1. Demonstrates personal work alignment

2. Promotes team alignment

3. **Aligns program/operational goals and plans**

4. **Influences strategic direction**

5. Develops vision

LEGEND

Manager	Director

Threshold competencies

- Baseline competencies to be used for *recruitment* purposes

- Reflect the essential competencies to perform the job at a minimally effective level

- Do not distinguish superior from average performance

- Based on organizational values and represent a minimum requirement to be considered for a job role in the sector

- Four threshold competencies identified include:

  - Flexibility

  - Self-Control

  - Service Orientation

  - Values and Ethics

Activity: Identifying competencies in action

In your group/with your partner, for your assigned competencies:

1. Review each competency in the Core Competency Dictionary.

2. Identify someone in the organization who effectively demonstrates each competency.

3. Describe what you have seen this person say and/or do that truly reflects the behaviours associated with this competency.

4. You will have 15 minutes to complete you're the activity.

5. Be prepared to share your work with the group.

Action **and**   **Intent**

03

Identifying competencies in action

Transition to Matching Game…

Identifying competencies

Actions

- What people do or say while performing

Intent

- What people think or feel at the time

Familiarity

- Understanding the competencies

04

Completing a
competency self-assessment

Principles of competency assessment

- Base your assessment on actual behaviour

- Consider your *intent* at the time of behaviour

- Base your rating on consistent behavioural patterns, not one-time examples

- Gather data/behavioural examples from a variety of sources

Considerations for your self-assessment

- Do you…

    - Have an opportunity to demonstrate these behaviours on a regular basis?

    - Demonstrate these behaviours consistently (most of the time when the opportunity arises)?

    - Get good results when you demonstrate these behaviours?

- Can you think of several examples when you demonstrated these behaviours in the last 12 months?

Assessment do's and don'ts

Do…

- Think of actual incidents that occurred in the past

- Think of your intent/feelings at the time of the incidents

- Think of your *own* role and behaviour in situations

- Assess your own consistent behaviour patterns

Don't…

- Assess on hypotheticals – what you *would* do in a given situation

- Assess on how you feel now about a past incident

- Assess on a team or group basis

- Base assessments on "one-off" events

Activity: Competency Assessment Questionnaire (CAQ)

To complete the questionnaire:

1. Read the behavioural indicators for each competency and determine your level of performance relative to each competency.

2. Provide behavioural-based evidence to support the level of performance you indicated.

3. Identify where possible developmental opportunities may lie.

Next steps

Following this session:

1. Complete your competency self-assessment using the CAQ (if you have not yet completed it); your manager will also complete an assessment of your competencies using the CAQ

2. Arrange to meet with your manager to come to agreement on your competency strengths and areas for development

3. Prepare a development plan and review it with your manager

4. Implement your plan

Development planning tools

- **Competencies Discussion Planner**

  - A template to help you prepare for a discussion with your manager around your competency strengths and areas for development

- **Development Resource Guide**

  - A compendium of development activities, books and videos to support you in your development planning, organized by competency

In summary

Moving forward your role is to:

- Be familiar with the competencies for your role and the CAQ process

- Keep a record of your own behavioural examples as they relate to competency development

- Take responsibility for your own development

- Initiate coaching discussions with your supervisor/manager

- Be open to feedback and monitor your own performance

Questions