Career Architecture
Using Competencies to Build Careers

Where we came from:

Where we are now:

2017 Climate Survey

What we found out:
- Hiring process was not consistent
- Employees wanted ownership of career development
- Employees were uncertain about how to demonstrate they had skills and abilities to move upward
- Many employees have "horizontal" skills
- The Performance Evaluation was too subjective and generic for meaningful coaching of employees
- Training was outdated and didn't correlate to current skills
- There was no succession planning

Slide: Solution...

Competencies

- Hiring
- Training
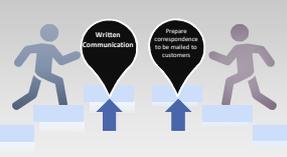- Evaluating
- Promoting
- Succession

Slide: Competencies vs. Skills

SUCCESS!

COMPETENCY

Competencies take "skills" and incorporate them into on-the-job *behaviors*.

Those behaviors demonstrate the ability to perform the job requirements competently.

Written Communication

Prepare correspondence to be mailed to customers

SKILL

Skills define specific learned activities, and they range widely in terms of complexity.

"Mopping the floor" and "performing brain surgery" can both be classified as skills.

Skills tell us "WHAT" must be done.
Competencies tell us "HOW" it must be done to be successful.
Competencies help us "OBSERVE" if someone can perform the job.

Slide: Example: Customer Focus

Customer Focus

+ Skilled

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
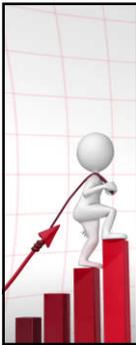
Customer Focus

! Overused skill

May be overly responsive to customer demands; may be too willing to change established processes and timetables to respond to unreasonable customer requests; may make too many exceptions and not form consistent policies, practices, and processes for others to learn and follow; sticks so close to current customer needs that breakthroughs are missed.

- Unskilled

Doesn't think of the customer first; may think he/she already knows what they need; may focus on internal operations and get blindsided by customer problems; may not make the first move-won't meet and get to know customers; uncomfortable with new people contacts; may be unwilling to handle criticisms, complaints, and special requests; may not listen well to customers, may be defensive; may not make the time for customer contact.
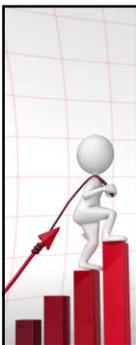
Example: Customer Focus

Behavioral-based questions for Hiring process:

Tell me about a time when you exceeded the expectations of a customer.

Give me an example of a time when a customer's trust in you was diminished. What did you do to restore the trust? Did you retain the customer?

Example: Customer Focus

Training Process:

Self Awareness (Emotional Intelligence Training)

Customer Service Training Classes

eLearning on Customer Service

Shadowing a colleague known for strong Customer Focus

Practice opportunities (listen to complaints, anticipating needs, high-quality conversations, how to share what we can do instead of what we can't do, exploring personal work habits, think of yourself as a customer)
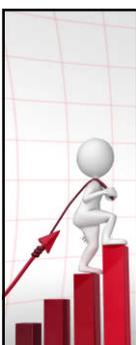
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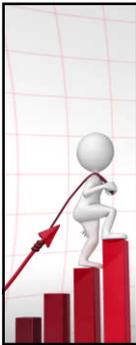
Performance Evaluation Process:

Quantitative Data:
- *Number of complaints*
- *Number of compliments*

Qualitative Data:
- *Relationships with internal customers*
- *Relationship with external customers*
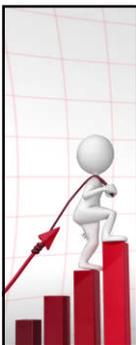- *Demonstration of customer focus*

Example: Customer Focus

Promotional Process:

Explore:

- Is Customer Focus a key competency for the job?
- What has the employee demonstrated over time?
- Have they consistently rated as a "champion" on evaluations?
- Can they teach others how to demonstrate customer focus?

Example: Customer Focus

Succession Planning Process:

Explore:

- Is Customer Focus a key competency for the job?
- Who has demonstrated their skills for this competency?
- Compare with all competencies required for the position
- Who can be further developed through coaching?

Competency Modeling

Executive Leadership: City Manager, ACM, Director

Managers: Deputy Director, Tier II, Tier I

Supervisors: Tier III, Tier II, Tier I

Individual Contributor: Tier IV, Tier III, Tier II, Tier I

"Job Family"

Price of Admission Competencies
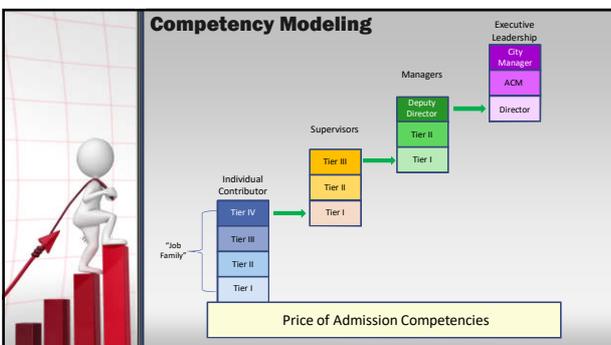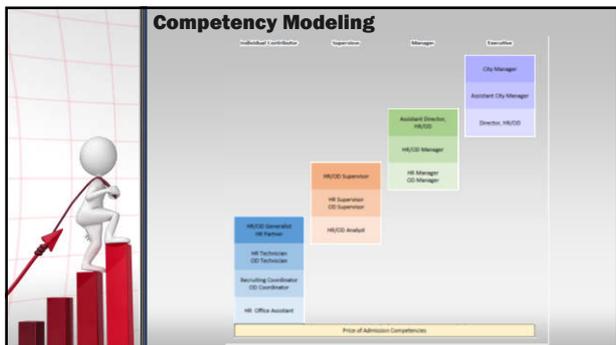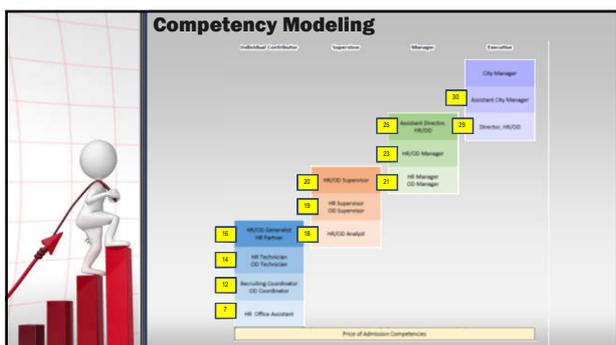
Technical/Functional Skills

These skills are SEPARATE from competencies, but not less important.

Where do they fit in:

- Hiring: Does it require a certification that is possessed?
- Training: On-the-job training and Departmental training
- Evaluation: Demonstrated performance of skill
- Promotion: Achiever/Champion of the skill
- Succession: Building bench strength

Training

ELITE
Engaging Leaders In Transformative Education

LEAP
Lead, Engage, and Accelerate Performance

STEP
Supervisory Training for Elite Performance

IMPACT
Individual Members Practicing As Collaborative Teams

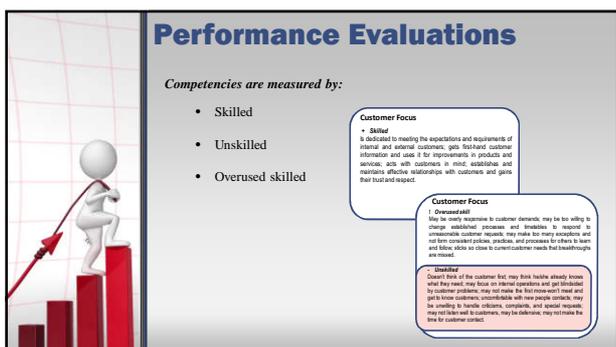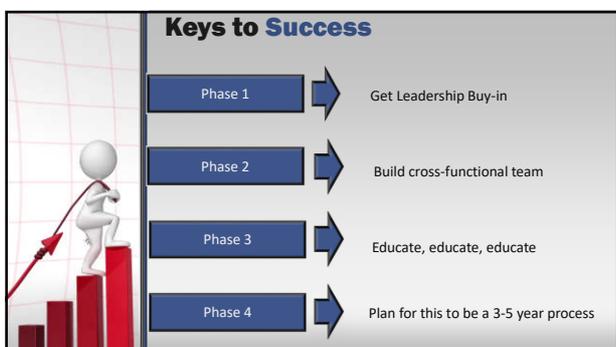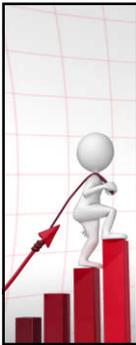**GROW**: Getting Ready for Opportunities at Work

Performance Evaluations

Competencies are measured by:

- Skilled
- Unskilled
- Overused skilled

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Keys to Success

Phase 1	Get Leadership Buy-in
Phase 2	Build cross-functional team
Phase 3	Educate, educate, educate
Phase 4	Plan for this to be a 3-5 year process

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FAQs

1. Will this work for a small municipality?

2. How does this work for Fire & Police Departments?

3. Can my municipality develop our own competencies?

4. How do we teach others to assign competencies?

Questions?

More Information?

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