

IBSTPI promotes high standards of professional practice in training, performance, and instruction for the benefit of individual and organizational consumers through systematic research and development.

Competency sets:

- Instructor
- Instructional Designer
- Evaluator
- Online Learner



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Competencies
Webinar Series



Competencies in the Workplace

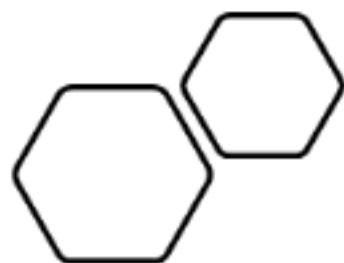
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Monthly Webinar Series Topics:

1. Competencies: How Do We Define “Competency”?
2. Dispositions (or Attitudes) – Part 1: Defining & Discussing
3. Dispositions – Integral Component or Afterthought?
4. **Competencies in the Workplace**
5. Competency-Based Pedagogical Approaches
6. Competency-Based Education Curricular Models
7. Competency-Based Assessment Approaches

Learning Objectives

At the end of this webinar, you will be able to:



1

Describe how competencies are developed.

2

Discuss how competencies are used on the job.

3

Explain how they are used for coaching, annual review, and promotion.

4

Apply competencies to job applications and interviews.

Let's Get to Know Each Other!



Introduce yourself



What is your experience using competencies in the workplace?

Competency Based Management



- A strategic approach that focuses on identifying and developing the skills, knowledge, and behaviors employees need to perform their jobs effectively and achieve organizational goals.
- It moves beyond traditional performance management, which focuses solely on results, to encompass the "how" of work, emphasizing the competencies employees use to achieve those results.

Defining Competencies



Competencies are statements that provide a general description of a complex effort (e.g., conduct a needs assessment, describe target population, select, and use analysis techniques, etc.).

Performance Statements provide a fuller description of how each competency is demonstrated (e.g., describe capabilities of emerging technologies, assess the benefits and limitations of existing emerging technologies, etc.).

Defining Competencies



Royal Canadian Mounted Police (RCMP) Definition:

A competency, in the RCMP, is defined as: “An observable and measurable knowledge, skill, ability or personal characteristic defined in terms of the behaviours required by employees to achieve the required performance output / outcome.”

Competency Types



- Organizational (Leadership) Competencies
 - Can also be organized into sub-groups such as:
 - Client Centred Service Group
 - Thinking Skills Group
- Functional Competencies

Competency Development



- SME focus groups
- Competency definition
- Levels and behaviours

Competencies Examples in the Workplace

Government of Canada



Communication

Precise and effective communication through written and oral means.

- Asks open questions, paraphrases to verify understanding and tries to understand the situation from the client's perspective
- Translates complex and technical information into lay-person terminology
- Writes clearly and succinctly, using correct grammar, spelling and style
- Adjusts communication style to audience
- Provides training for new employees and colleagues at informal and formal information sessions

Competencies Examples in the Workplace

Royal Canadian Mounted Police – Organizational



Communication: effectively receives and conveys ideas and information in all its forms (verbal, written and non-verbal) in a way that increases the understanding of the target audience.

Progression: from listening and conveying basic messages to communicating highly complex messages to a wide audience

| C N C E P T | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|----------------------------|--------------------------------------|--|--|---|--|
| | E X A M P L E S | <p>Listening, and communicating clearly to others</p> <ul style="list-style-type: none"> Effectively prepares short documents (e.g., email, brief letters, standard forms, etc.). Conveys straightforward messages to individuals. Actively listens to people and asks probing questions to check own understanding of the issue or question at hand. Values and encourages an inclusive and comprehensive exchange of ideas. | <p>Communicating effectively to a wider audience</p> <ul style="list-style-type: none"> Presents ideas, proposals, concepts and other information with clarity, effectiveness and enthusiasm. Shares information in an open and direct manner to help others make informed decisions. Effectively speaks to groups by organizing ideas and speaking clearly. Checks to ensure the audience has understood what he/she has said. Prepares a variety of straightforward written documents, such as correspondence, briefing notes, or basic warrants, etc. in a clear and accurate manner. | <p>Adapting language and content to the audience</p> <ul style="list-style-type: none"> Clarifies concepts or proposals in terms that are appropriate for the audience. Anticipates audience needs and concerns and adapts content, style, mode and tone accordingly. Communicates effectively with people at all levels, internally and externally, as well as from a range of backgrounds. Communicates the appropriate messages in difficult or emotionally-charged situations, such as when dealing with the media. Provides negative feedback, or delivers bad news in a tactful and sensitive manner. | <p>Conveying and receiving complex messages</p> <ul style="list-style-type: none"> Prepares a range of complex written documents, for example a lengthy, detailed warrant, or a complicated report etc. Uses multiple methods to ensure understanding of groups' input, for example, meetings, individual conversations, etc. Clearly communicates multi-faceted, abstract information with the aid of data (e.g., program evaluations, cost / benefit studies, etc.). |

Competencies Examples in the Workplace

Royal Canadian Mounted Police – Functional



Knowledge of General Duty Policing: achieves and maintains a thorough understanding of general duty responsibilities and functions.

Progression: from minimal understanding to complete mastery of the subject matter

| C O N C E P T | 1 = Awareness | 2 = Basic | 3 = Intermediate | 4 = Advanced | 5 = Mastery |
|--------------------------------------|---|--|--|--|---|
| | <p>Minimal familiarity and ability to apply the competency in limited-difficulty situations</p> | <p>Basic understanding and ability to apply the competency in routine situations</p> | <p>Solid understanding and consistent ability to apply the competency in most situations</p> | <p>Advanced understanding and ability to apply the competency in a full range of situations</p> | <p>Complete understanding and ability to apply the competency creatively in the most complex situations</p> |
| E X A M P L E S | <ul style="list-style-type: none"> Under direct supervision, follows preset, structured procedures to conduct day-to-day duties, while in a field training capacity. | <ul style="list-style-type: none"> Conducts investigations and enforcement relating to all applicable Criminal Code, federal, provincial, or municipal statutes. Establishes and maintains community-based policing measures (such as school talks). Provides primary / first responses to emergency situations, enquiries or complaints from the general public. | <ul style="list-style-type: none"> Maintains day-to-day human resource requirements for the unit (i.e. scheduling shifts). Guides and directs primary response to multiple situations (24/7), often very different in nature. Directs the operational activities of a contract detachment / unit. Has a good understanding of some administrative responsibilities, such as performance management, authorizing overtime etc. Conducts risk assessments, Quality Assurance, internal investigations etc. for the detachment / unit. | <ul style="list-style-type: none"> Plans, directs and evaluates the operational and administrative activities of a contract detachment / district. Establishes and maintains liaisons with a range of government officials and client groups. Establishes and manages resourcing requirements in a cost effective manner. Commands major events and/or emergency situations, often with multiple demands (simultaneous challenges requiring prioritization and immediate attention). | <ul style="list-style-type: none"> Effectively mentors, and provides direction and guidance to one or more managers. Monitors the implementation of strategic plans for detachments/ units. Develops policy on contract policing issues (for example, handling hazardous pursuits). Monitors the operational and administrative effectiveness of detachments / units by conducting risk assessments and managerial reviews. |

Competency Profiles



- Developed by a team of SMEs
- Identify ALL competencies required for the position
- Narrow to the most critical competencies
 - 3-4 Organizational competencies
 - 5-6 Functional competencies
- Identify required level for each competency
- Validate with the target group and management

How are Competencies Used on the Job?



Using chat, identify how competencies can be used on the job.

How Competencies are Used for Coaching



- Assess learner's current level.
- Identify the target level of performance (competency profile)
- Create coaching activities and opportunities for development

Using chat identify some coaching activities or opportunities.

How Competencies are Used for Annual Review



- Identify the position's competency level
- Assess employee's current level via the behaviours.
 - Is the employee meeting the required level?
 - If no, create learning plans

Using chat identify some activities or opportunities you could use to develop employees.

How Competencies are Used for Job Applications



Preparation for application

- Identify the position's required competencies
- Self assess against the profile
 - Areas for development
 - Activities for development

How Competencies are Used for Job Applications



Resume

- Identify the position's required competencies
 - Usually in the job posting
 - Ensure your resume or cover letter describes the required competencies
 - Project based

How Competencies are Used for Job Application



Interviews (Behaviourally Based Interviews)

- Identify the competency
- Prepare example(s) of times you demonstrated the competency.
- Use the STARE methodology

How Competencies are Used for Job Application



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How Competencies are Used for Job Application



Situation

Task

Analysis

Response

Evaluation

How FKA Uses the IBSTPI Competencies



- Program design – aligned with the competencies
- Instructor preparation, development, and certification
- Instructional designer preparation and development

Wrap-Up & Takeaways



- What is one key takeaway from the workshop? – *in chat*
- Questions?



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- 5. Competency-Based Pedagogical Approaches**
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