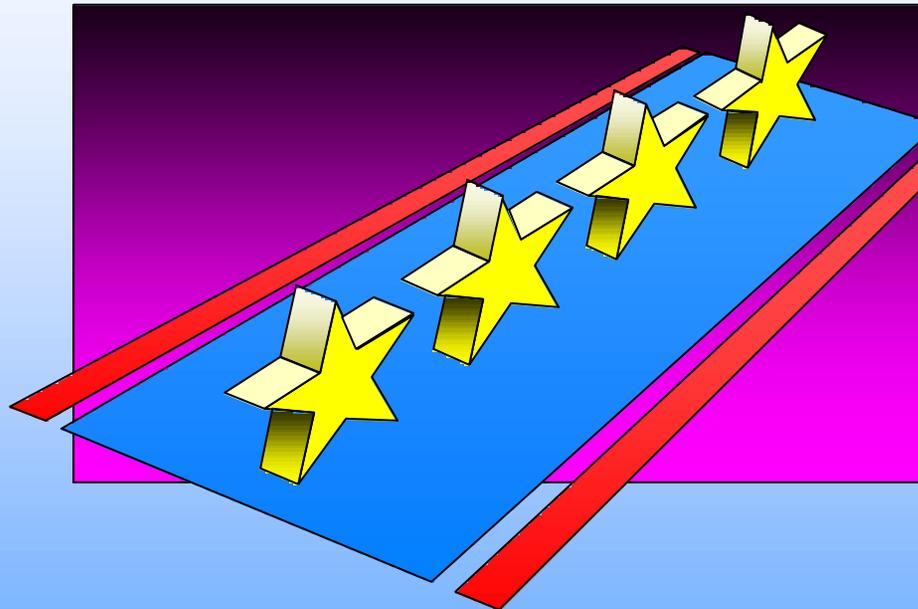


Competency-Based Job Profiles

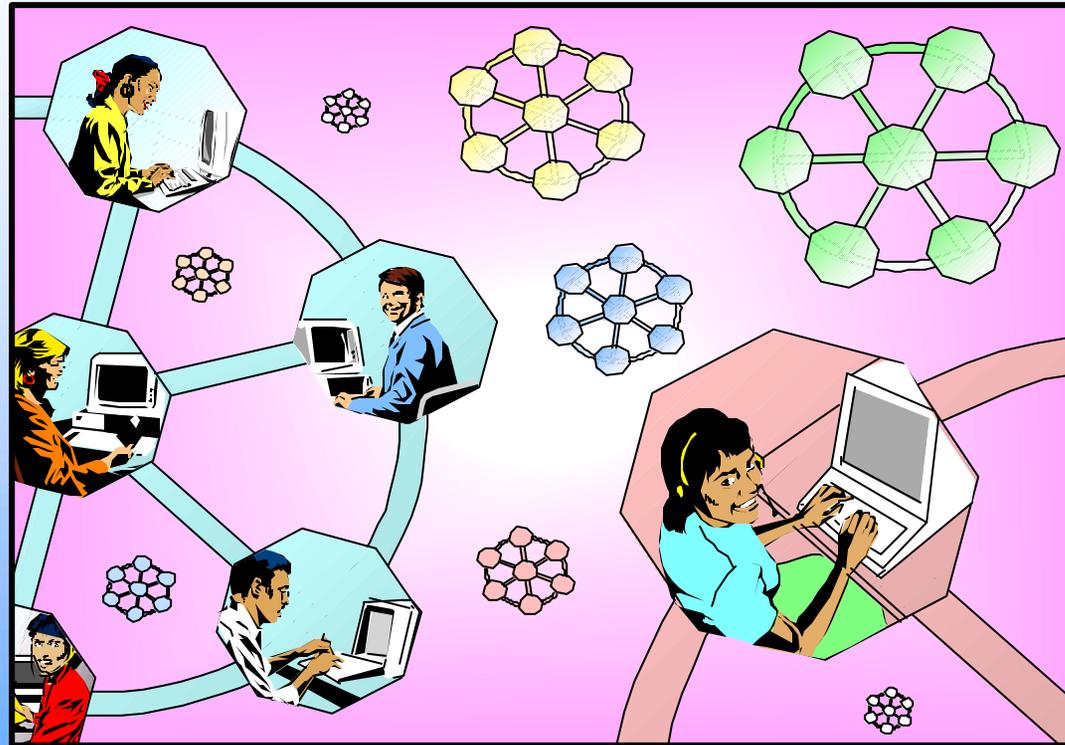


Building the Next Generation Workforce

Office of Personnel Management

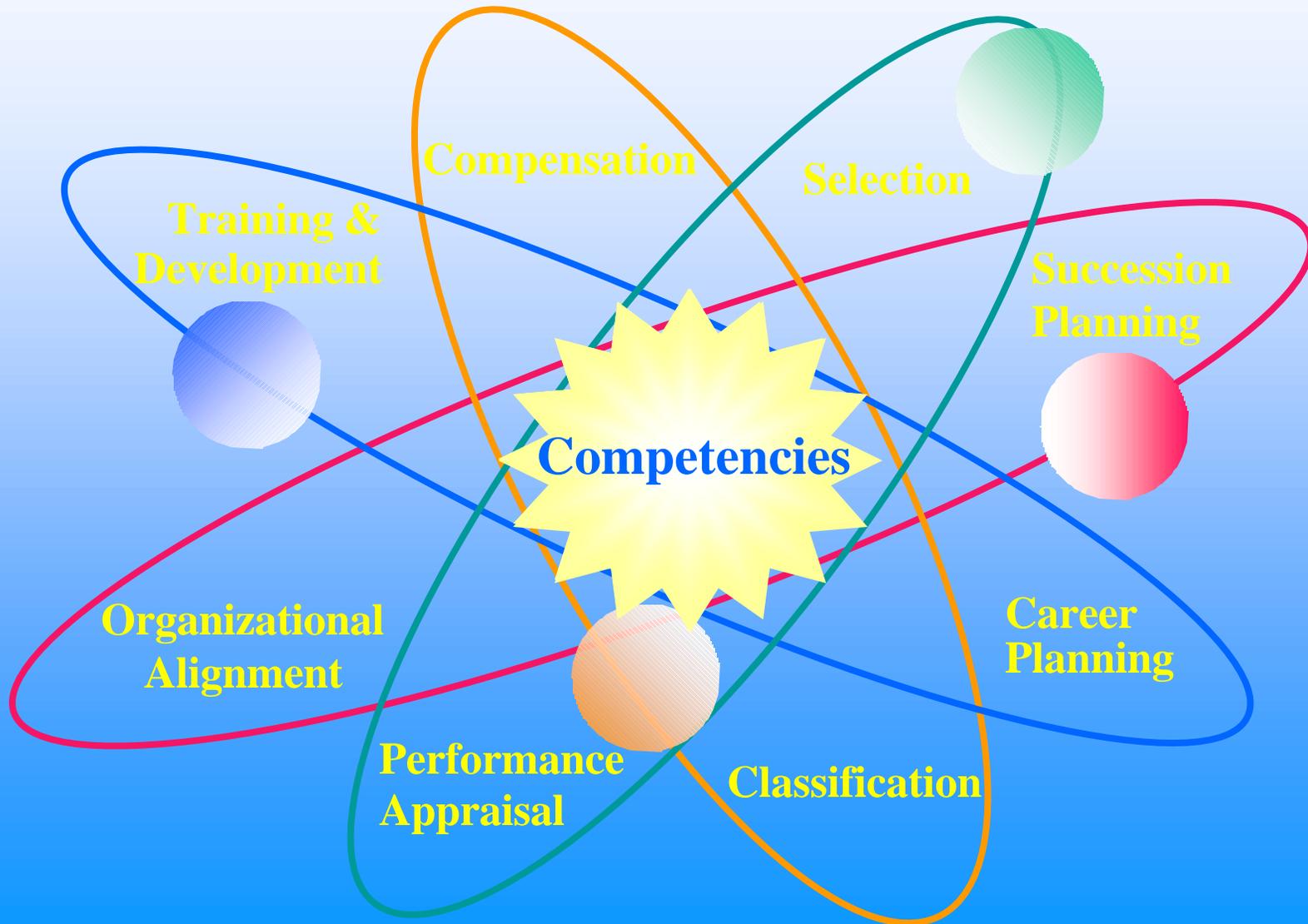
Washington, DC

DESIGNING JOBS FOR THE FUTURE:



Updated Classification Standards
Job Related Qualifications
Targeted Recruitment
New Assessment Options

Human Resource Management Applications



Competency-Based HR Innovations



Federal



State



Local



Professional Journals



Private Sector

**Common
Language**

Defining Today's Jobs

Old Method

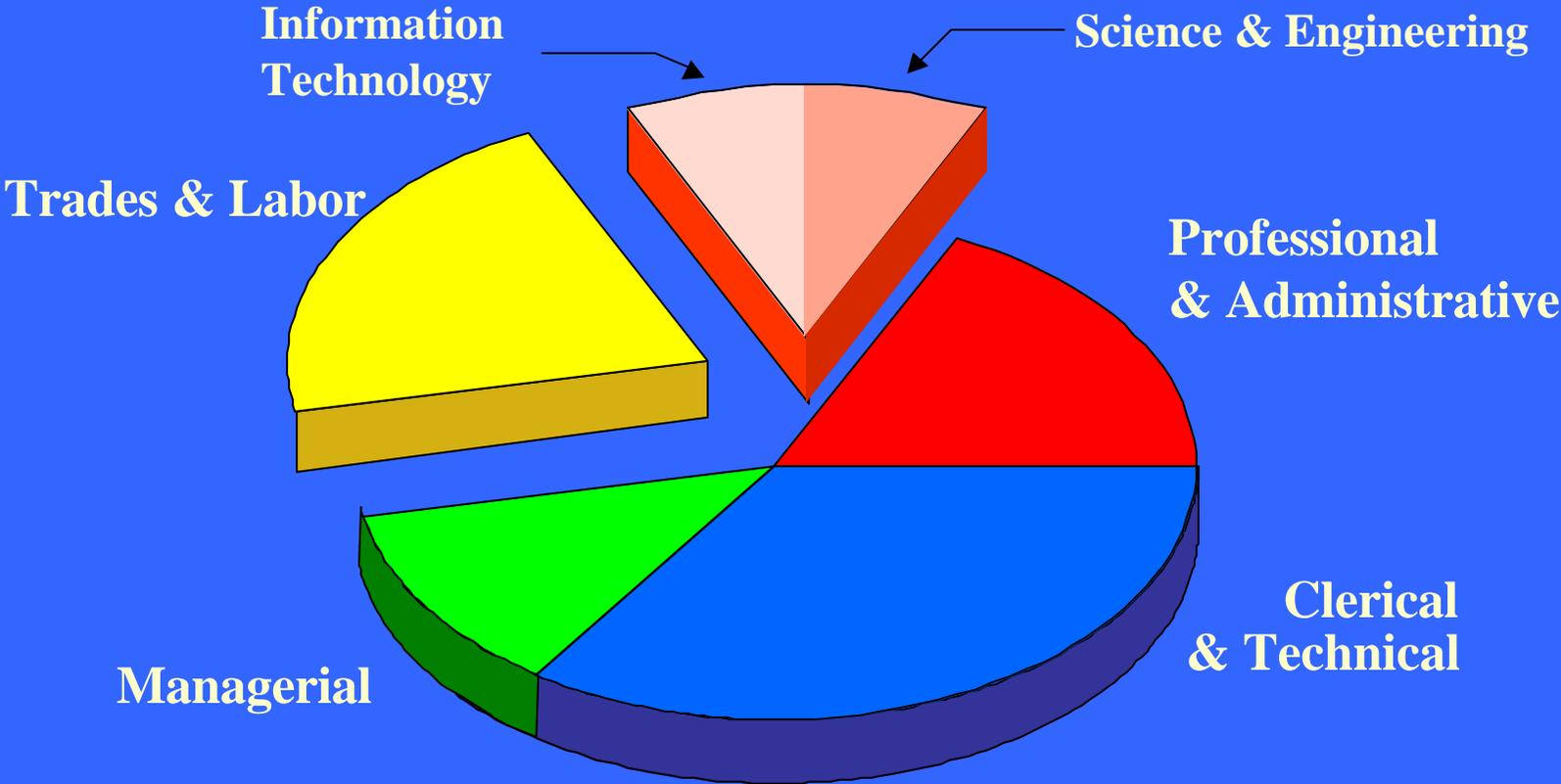


New Method

- **Knowledge, skills, abilities**
- **Jobs are defined as bundles of tasks**
- **Employees perform strictly definable tasks**

- **Competencies**
- **Jobs are defined by competencies**
- **Jobs are flexible**

COMPREHENSIVE WORKFORCE COVERAGE



To the Pilot and Beyond

**Conduct
Stake-
holder
Briefings**

**Conduct
Lit.
Review**

**Conduct
Focus
Groups**

**Issue HR
Profile
for
comment**

**Revise profile
based on
feedback**

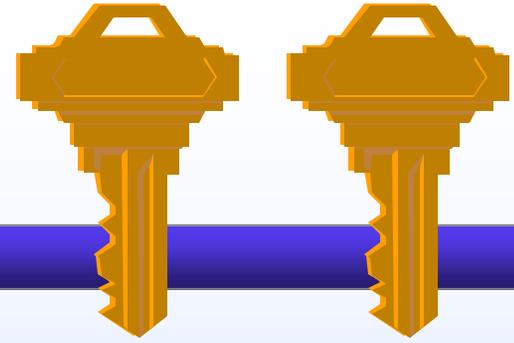
**Develop
Assessments/
Recruitment
Strategies**

**Deliver
profile and
assessments
to agencies**

**Issue final
profile**

Evaluation-Ongoing

Keys to Success



- *Up-to-Date Classification Criteria*
- *Job Related Qualifications*
- *Targeted Recruitment*
- *Valid Assessment*

Qualification Standards

Old

vs.

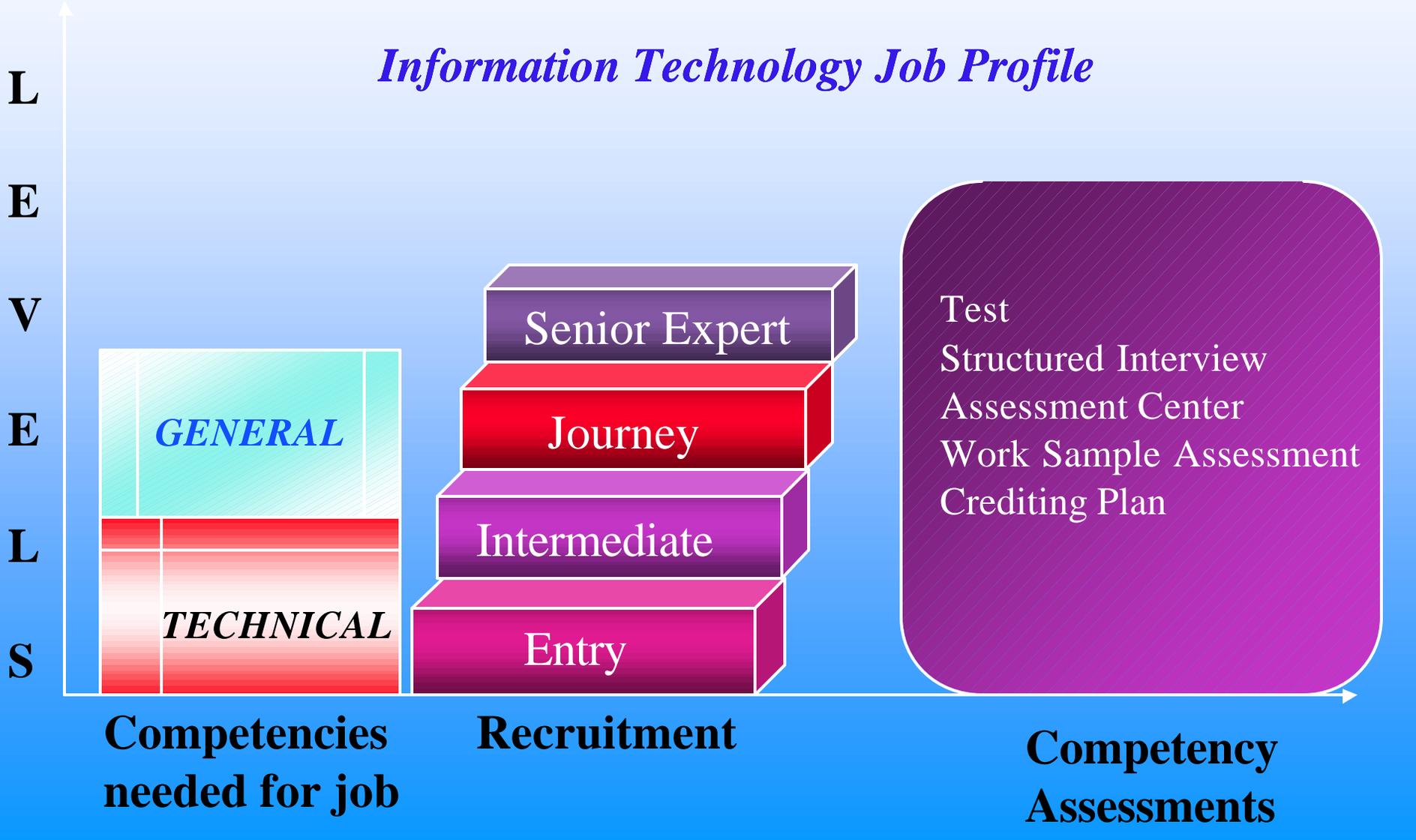
New

- **Time Served**
- **Occupation-specific**
- **Minimal requirements**
- **Limited assessment options**
- **Limits career mobility**
- **Paper-based, hard to use**

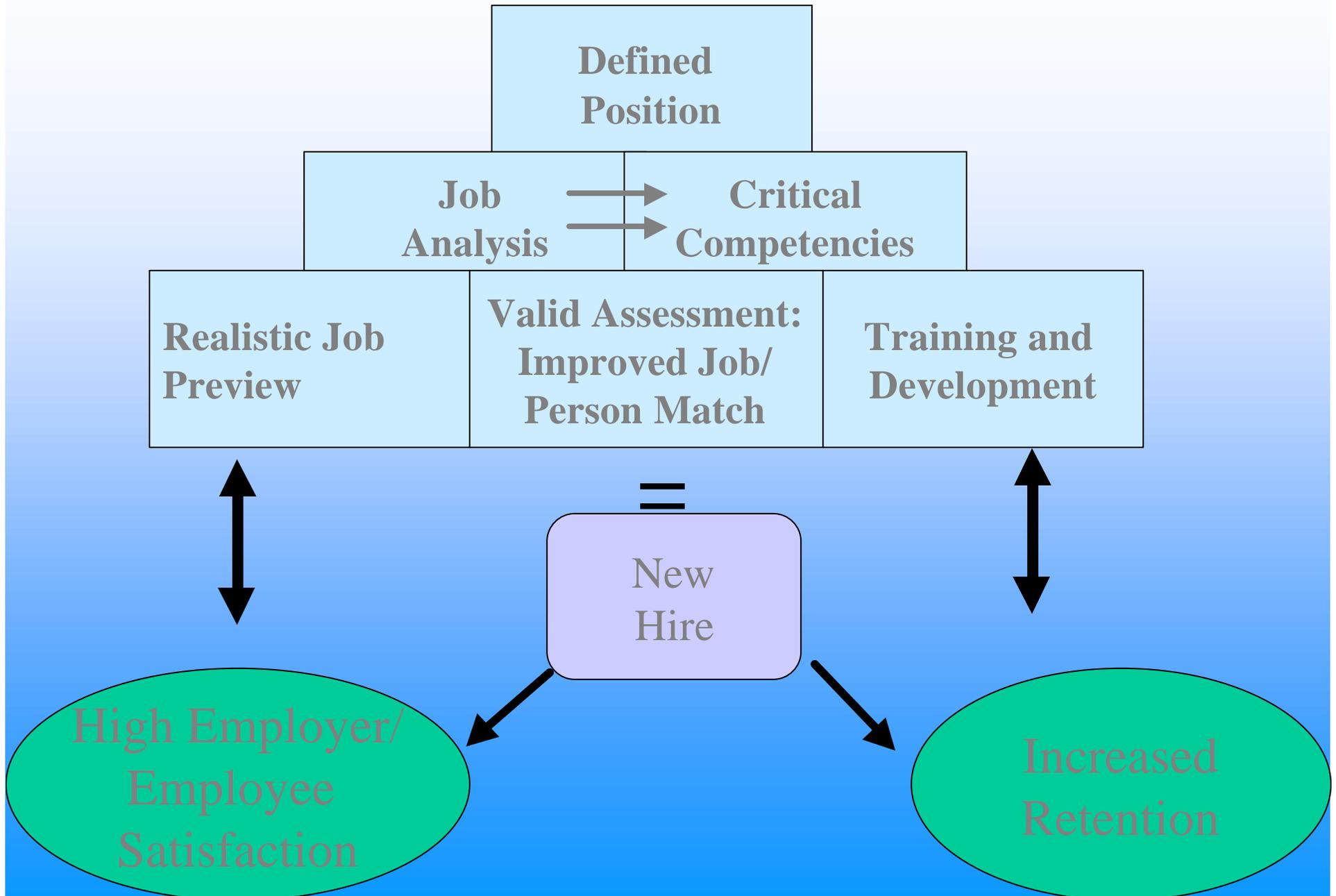
- **Whole person competency-based approach**
- **Optimal profile**
- **More assessment options**
- **Encourages career mobility**
- **Computer based, Internet access**

Filling a Position Using a COMPETENCY-BASED APPROACH

Information Technology Job Profile



Organizational Practices= Quality Candidates



Whole Person Measurement



Competency Benchmarks

- Covers both general and technical competencies
- Used in a “crediting plan” or “rating schedule” in an open-ended format
- Used in vacancy announcements to articulate the job requirements and provide a realistic job preview

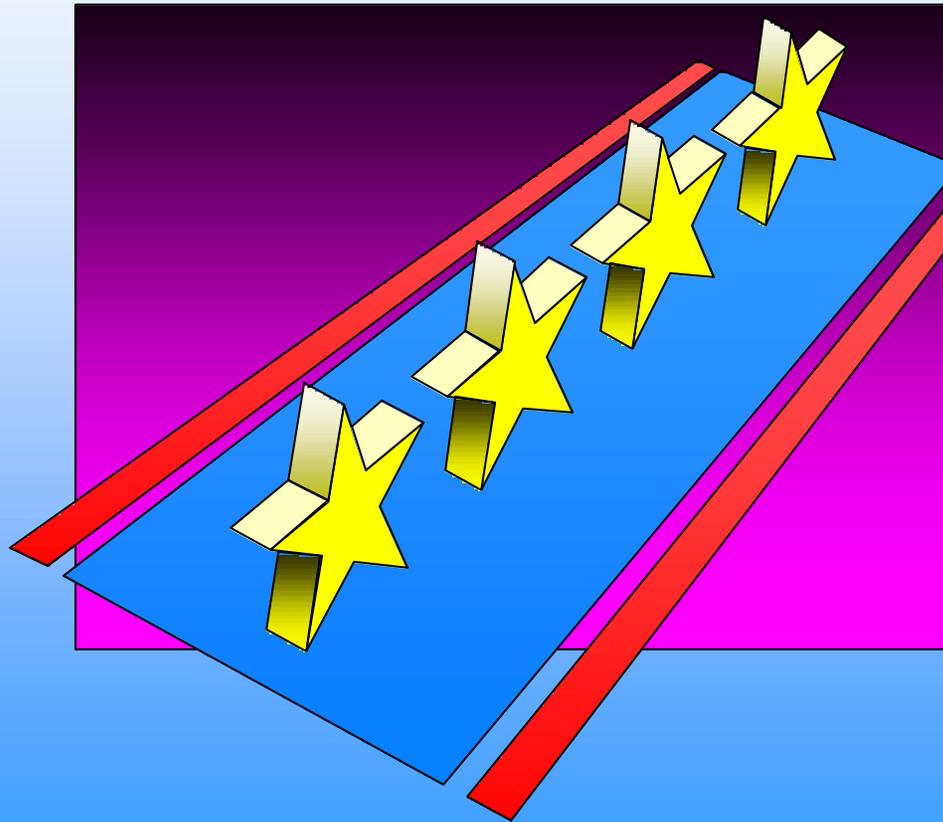
Structured Interview

- Interview questions for both general and technical competencies
- Modular format; agencies determine which questions to ask
- Benchmarks are used in scoring responses
- Training is provided on how to conduct a structured interview

INTEGRATED HR APPROACH



HR Solutions for the 21st Century



**U.S. Office of Personnel Management
Employment Service**