

# Information Technology Competency-Based Job Profile

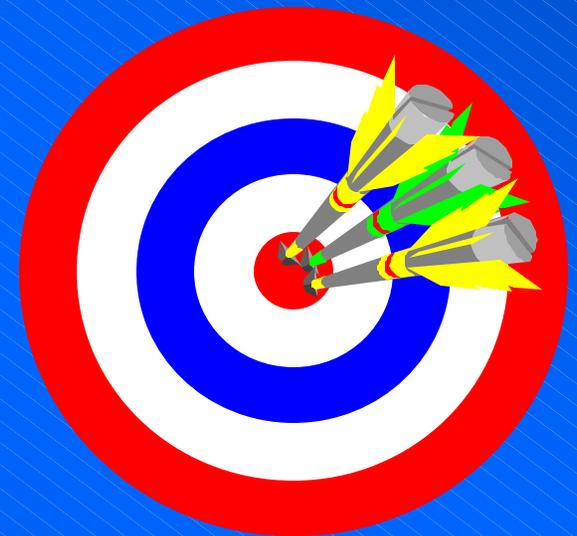
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# IT Occupational Study: The IT Job Profile



# Goals of the Competency-Based Approach

- ◆ Strengthen Federal Government's Ability to Recruit and Retain a Skilled IT Work Force
- ◆ Modernize HR Tools
- ◆ Apply New Approaches
- ◆ Reflect Best Practices
- ◆ Provide Greater Flexibility



# *Definition of Competency*

an observable, measurable pattern of skills, knowledge, abilities, behaviors & other characteristics that an individual needs to perform work roles or occupational functions successfully

- **Observable**
- **Measurable**
- **Pattern**

# Examples of Competencies

## General Competencies

- ◆ Oral Communication
- ◆ Decision Making
- ◆ Problem Solving
- ◆ Customer Service
- ◆ Writing

## Technical Competencies

- ◆ Infrastructure Design
- ◆ Operations Support
- ◆ Network Management
- ◆ Systems Integration
- ◆ Information Security/Network Security

# Example: Operations Support

Knowledge of procedures to troubleshoot, recover, adjust, modify, and improve systems to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.

# Where do competencies come from?

- ◆ Through Job Analysis!

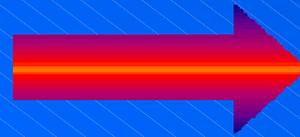


# Information Technology Specialty Titles

- ◆ Communication and Network Services
- ◆ Customer Support
- ◆ Data Management
- ◆ Information Systems Security
- ◆ Policy, Planning, and Management
- ◆ Software Engineering, Applications
- ◆ Software Engineering, Systems Software
- ◆ Systems Administration
- ◆ Systems Analysis
- ◆ Web Development
- ◆ General

# Defining Today's Jobs

**Old Method**



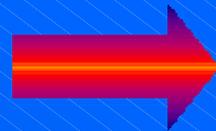
**New Method**

◆ Knowledge, skills, abilities



◆ Competencies

◆ Jobs are defined as bundle of tasks



◆ Jobs are defined by competencies

◆ Employees perform strictly definable tasks



◆ Jobs are flexible

# Qualification Standards

## Old

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

vs.

## New

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

# Competency Based Approach- Advantages

**COMPENSATION  
AND  
PERFORMANCE**

- ◆ **Simplified classification**
- ◆ **Highlights competencies needed to succeed=Validated foundation for quality hires**
- ◆ **Provides ability to “raise the bar”**
- ◆ **Improved assessment methods**
- ◆ **Links recruitment and the job offer**

# Competency Based Approach- Advantages

**JOB PROFILE**

- ◆ **Identifies optimal candidate**
- ◆ **Links development & training to sustained high performance**
- ◆ **Provides valid foundation for recruitment, selection and training**
- ◆ **Supports retention of high quality workforce**

# Competency Based Approach- Advantages

## RECRUITMENT

- ◆ Recruitment drives assessment option for selection to be based on competencies not time
- ◆ Links recruitment and the job offer to improve quality of hire

# IT Assessment Options

## *Available Now*

Competency Benchmarks:  
Behaviorally-based Performance  
Dimensions

Structured Interview:  
Modular format covering  
21 general and 22 technical competencies

Computer Assisted Interview:  
Web-based structured interview

Objective Assessment:  
Web-based, technical assessment

## *Other Options*

Work Sample:  
Web-based, performance  
assessment

Assessment Center:  
Web-based simulation

Interest Inventory:  
Match interests to occupations

Online Portfolio:  
Virtual data center of  
certifications, publications, work samples

# Web-Based Assessment

- ◆ Cutting-edge assessment tool
- ◆ Allows for online application, interviewing, and testing
- ◆ Modular format; can administer one component, two components or all three
- ◆ Administered in a non-secure environment, e.g., home, library, school
- ◆ Provides agencies many flexibilities

# Participating Agencies

- ◆ State Department \*
- ◆ Office of Personnel Management \*
- ◆ Justice Department
- ◆ U.S. Department of Agriculture \*
- ◆ Navy \*
- ◆ Labor Department/Bureau of Labor Statistics
- ◆ Department of Treasury (Mint) \*
- ◆ Pension Benefit Guaranty Corporation
- ◆ Veterans Affairs
- ◆ General Services Administration
- ◆ National Aeronautics and Space Administration

\* *Have hired under the competency-based approach*

# **The IT Evaluation Purpose:**

To evaluate:

- ◆ **The strengths of the approach**
- ◆ **Areas that need improvement**
  - ◆ **Quality of hires**
    - ◆ **Diversity**
- ◆ **Satisfaction with entire process**

# Evaluation

- ◆ *Information will be collected from Agency Coordinators, HR Staff, Managers and Supervisors, new hires and/or incumbents.*
- ◆ *Exit interviews with pilot agencies*
- ◆ *Evaluation and analysis of data*

# IT Competency-Based Evaluation - Highlights and Status

- ◆ **Competency-Based Job Profile Pilot ends**
- ◆ **Evaluation interviews begin**

- ◆ **Interviews completed**
- ◆ **Begin evaluation and analysis of data**

- ◆ **Draft of evaluation with recommendations**

- ◆ **Write final evaluation report**
- ◆ **Final results released with OPM's decision**

**July-August  
2001**

**September  
2001**

**November-  
December 2001**

**January-February  
2002**