



# National Project Team Convening Denver

Competency Based Workforce  
Planning  
Orange County, CA  
Maricopa County, AZ

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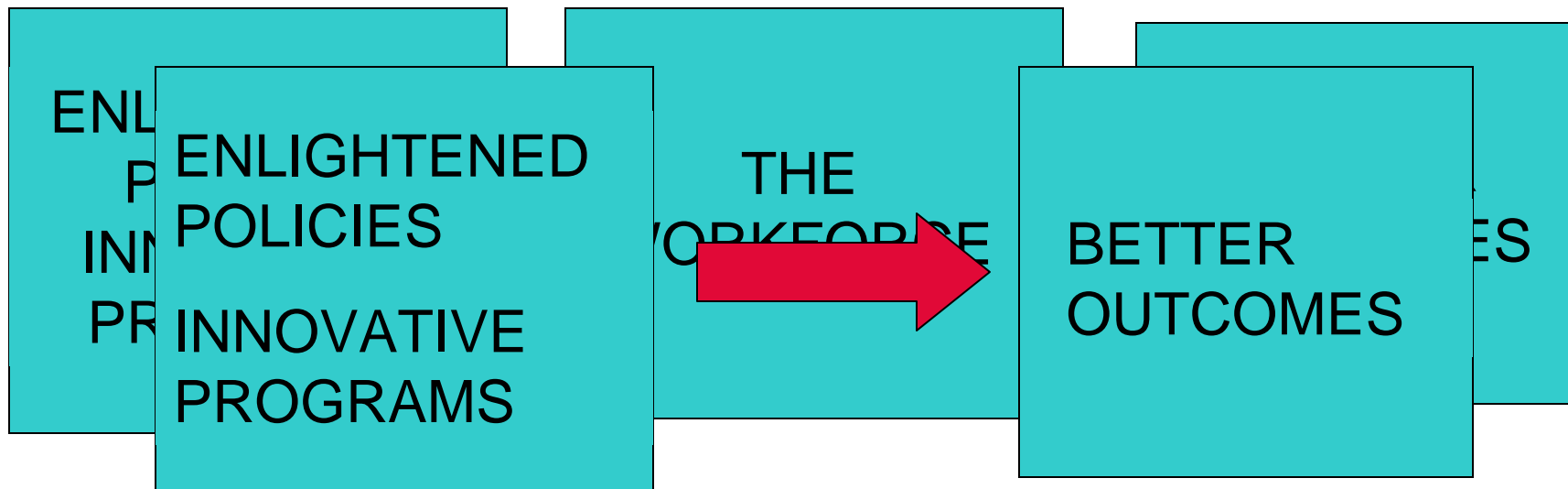


*Human Resource Services*

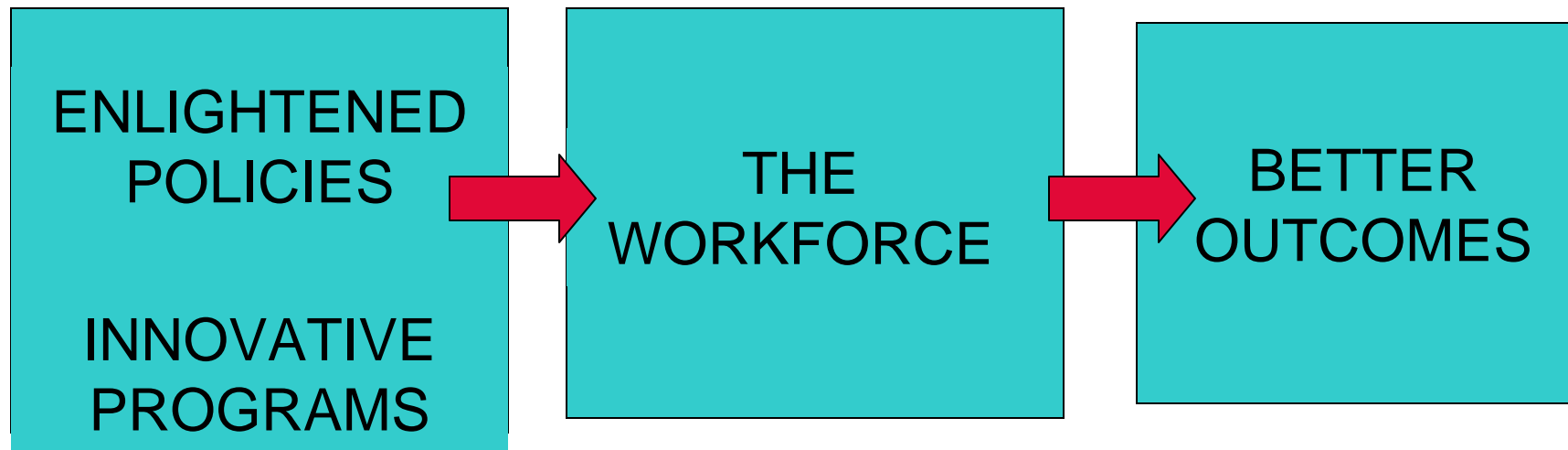




*The best policy reforms and program innovations will have only minimal impact without quality staff to translate reforms into good practice.*



We often think that passing legislation or adopting a new program model will lead directly to improved outcomes. We forget that it takes workers to apply policies and deliver services.



The way change really happens.



# What to Do? Comprehensive Workforce Planning

- A broad workforce perspective aligned with organizational mission, vision, and values.
- A mechanism that provides managers and leaders with data to make decisions.
- An accepted model used by business and government.
- It establishes goals, timetables, resources needed and fixes responsibility.



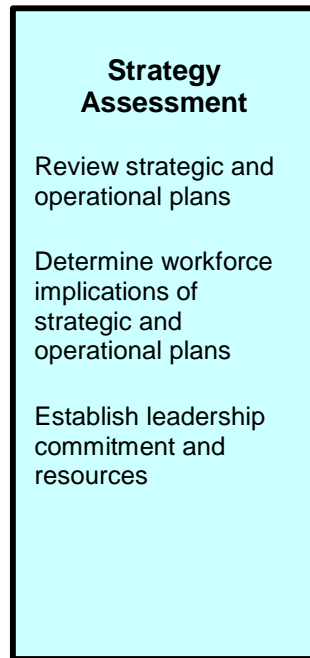
# Workforce Planning Defined

*Workforce planning helps organizations get people with the right competencies, in the right place, at the right time.*

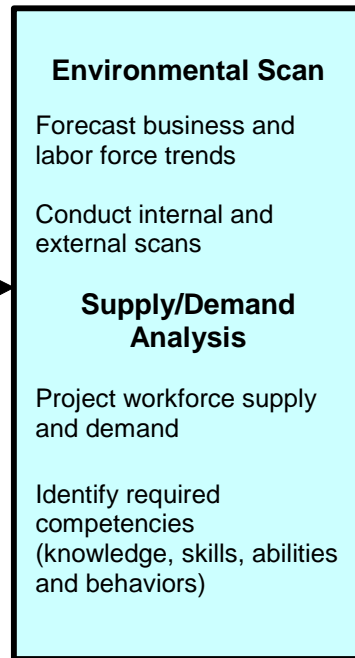


# Workforce Planning Model

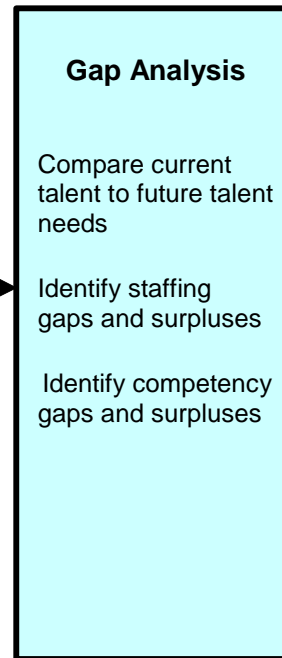
## Step 1: Strategy



## Step 2: Data Collection



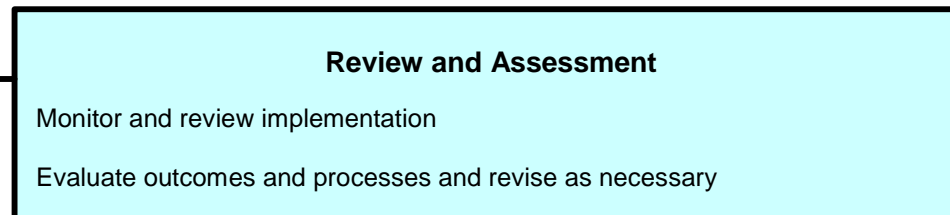
## Step 3: Data Analysis



## Step 4: Implementation



## Step 5: Evaluation



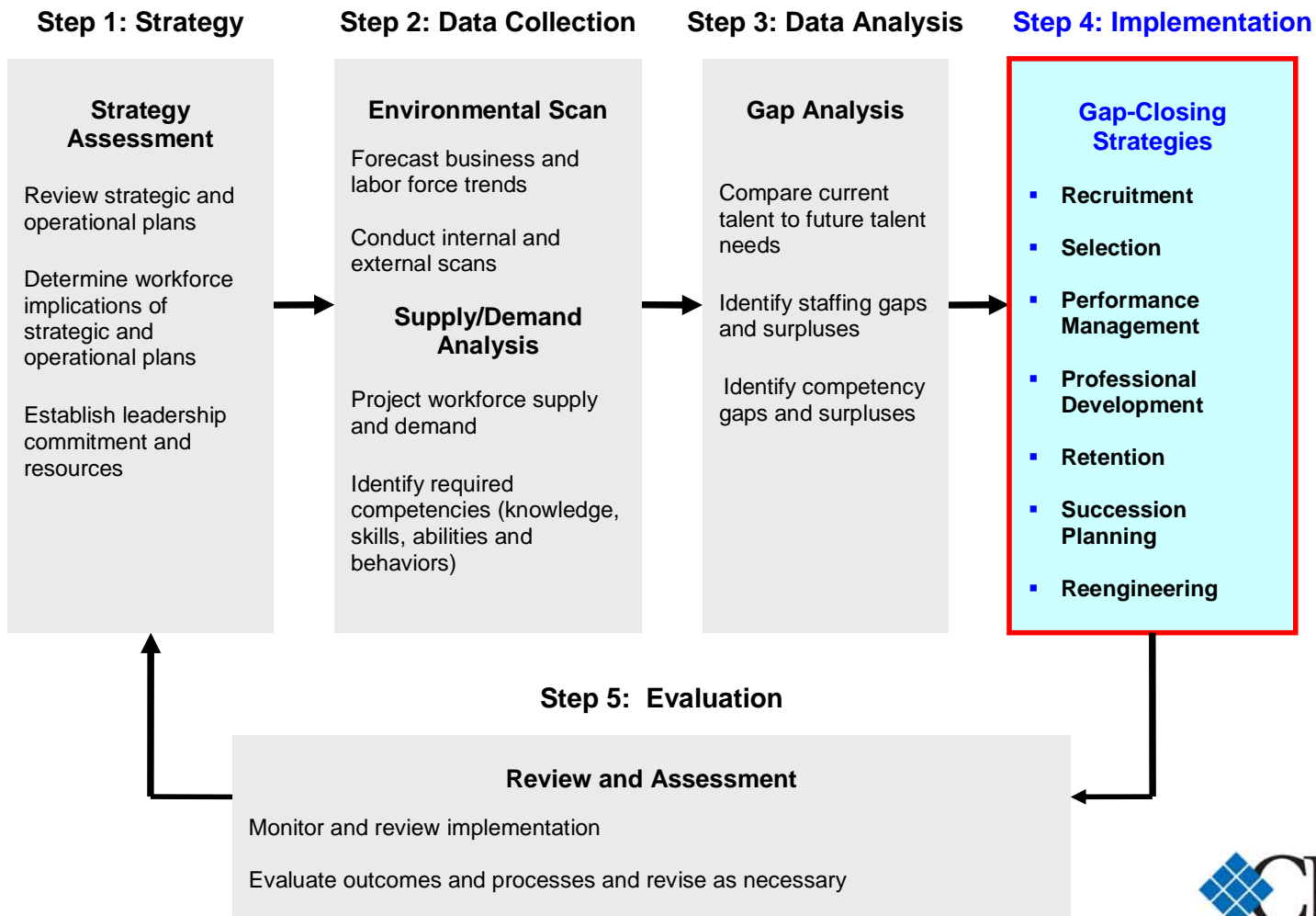


# Advantages of a Plan

- Relating workforce needs to strategic plans
- Considering the long-term workforce needs
- Workforce implications of reforms
- Clearly stated, publicly known goals
- A tracking system, monitoring benchmarks
- Identifying unintended consequences



# Step 4: Implementation





# Gap-Closing Strategies

- Reengineering
- Recruitment
- Selection
- Retention
- Performance Management
- Training & Development
- Succession Planning



# An Integrated Competency-Based HR System

- A competency model is developed for each major classification
- All HR initiatives are built on the foundation of the competency model



# What are Competencies?

*Competencies are the knowledge, skills, behaviors, personal attributes and other characteristics that are associated with or predictive of successful job performance.*



# Competency Library

## Competencies and Definitions

### Action Oriented

- Consistently maintains high levels of activity or productivity; sustains long working hours when necessary, works with vigor, effectiveness and determination over a sustained period.

### Adaptability

- Adapts well to changes in assignments and priorities; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; approaches change positively and adjusts behaviors accordingly.

### Applied Learning

- Able to learn and properly apply new job-related information in a timely manner. Has the ability to absorb and comprehend job-related information from formal training and other formal and informal learning experiences.

### Building Trust

- Interact with others in a way that gives them confidence in one's motives and representations and those of the organization. Is seen as direct and truthful; keeps confidences, promises, and commitments.

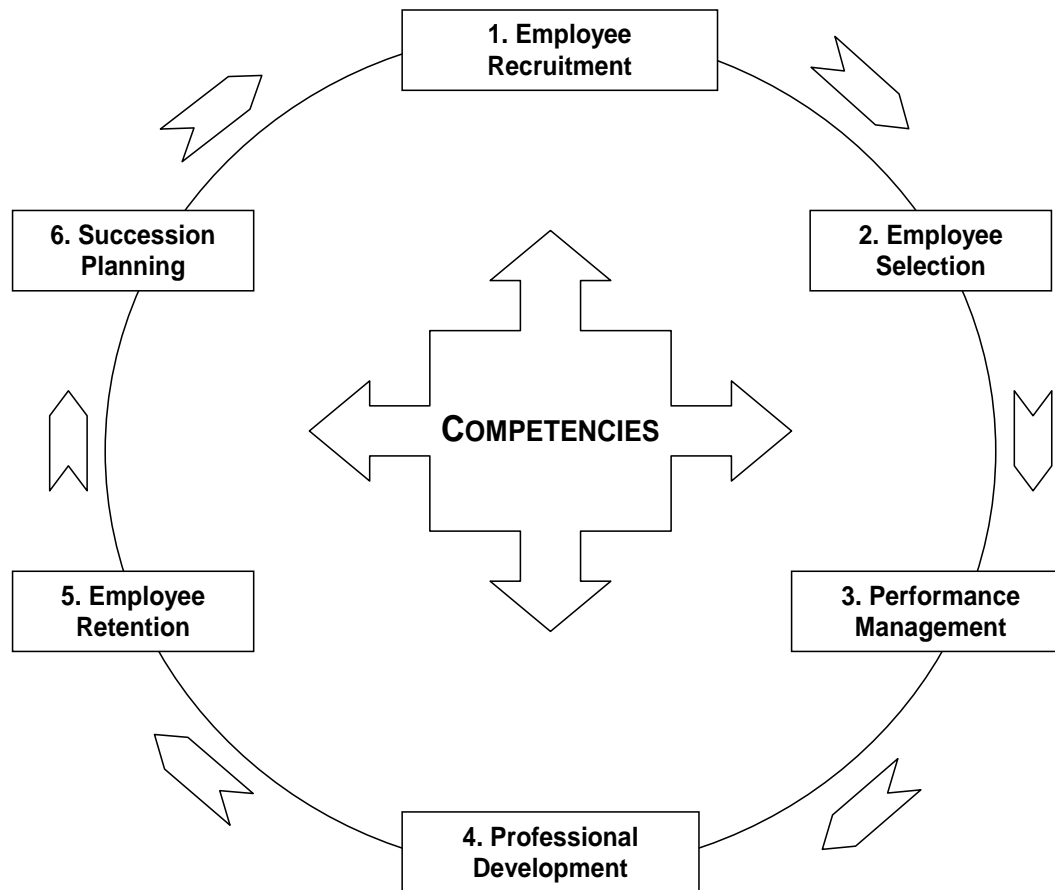


# Competency Model

- Behavioral Focus rather than Functional Focus
- Aim for a Competency Model of Approximately 12 Competencies
- Aligns with Organizational Values
- Integrated throughout all HR Systems and Practices



# Integrated Competency Model





# Juvenile Detention Officer

## Competency Focus for HR Processes

Competency	Recruitment and Selection(1)	Performance Management	Professional Development
<i>Action Oriented</i>	X	Optional	
<i>Adaptability</i>	X	Required	
<i>Applied Learning</i>	X	Optional	
<i>Building Trust</i>		Optional	
<i>Communication</i>	X	Required	
<i>Conflict Management</i>		Required	X
<i>Customer/Client Focus</i>		Optional	
<i>Decision Making/Problem Solving</i>		Required	
<i>Initiative</i>	X	Required	
<i>Safety Awareness</i>		Optional	
<i>Stress Tolerance</i>	X	Optional	
<i>Teamwork</i>		Optional	X

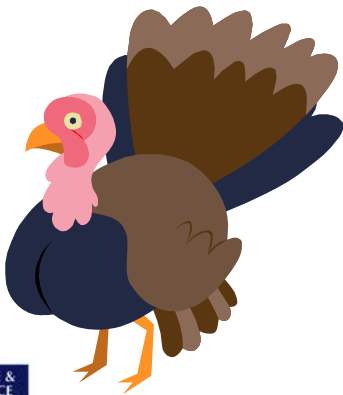
(1) Behavioral interview questions will be asked in the seven competency areas denoted with an "x". The *Communications* competency will be scored based on answers to the other questions.



# Competency

“You can teach a turkey to climb a tree, but it is easier to hire a squirrel.”

- » Spencer, Lyle M. and Signe M. Spencer, 1993. *Competence at Work*. New York: John Wiley & Sons, Inc.





# Competency Identification Process

- Step 1. Competency identification using focus groups of “Subject Matter Experts.”
  - Overview of current tasks and responsibilities
  - Review of competency library and selection of “must haves” for the position
  - Ranking of top 12 competencies for each position



# Competency Identification Process (Continued)

- Step 2. Validation Process – identification of those competencies that best differentiate successful performance
- Step 3. Visionary Process – identification of those competencies that align with the vision, mission and strategic plan of the department



# Current Competency Model Projects

- Maricopa County Adult Probation Department
  - Adult Probation Officer (APO)
  - Adult Probation Supervisor (APS)
  
- Orange County Probation Department
  - Deputy Probation Officer (DPO)
  - Supervising Probation Officer (SPO)



# Maricopa County – Selection Focus

- Identifying Competency Models (APO's and APS's)
- Redesigning selection process to use “behavior-based” interviews
- Designing behavioral interview questions
- Developing a communication plan
- Training of interview teams



# Orange County – Performance Management Focus

- Identifying Competency Models (DPO's and SPO's)
- Redesigning performance management process
  - Competencies
  - Outcome driven performance objectives
  - Individual development plans (based on competencies)
- Developing a Communication Plan
- Performance management training



# Discussion



*Human Resource Services*

