Case Study – Competency Modelling

Environment Canterbury: Competency Modelling

The Assignment

Environment Canterbury wanted to build a competency model that would provide the foundation for many other human resource initiatives such as recruitment, performance management, employee development, succession planning and training.

OPRA's Response

In order to build a robust and objective competency model, OPRA utilised both qualitative and quantitative research approaches. Four major methodologies were utilised to build and validate the competency model: **job analysis** to identify the content validity (thoroughness) of current job descriptions, **qualitative analysis** to cluster behaviours into broad competencies, the **design of a competency questionnaire**, and **factor analysis** to determine competencies that were statistically different from one another.

Two scales were included in the questionnaire:

1. a frequency scale (to assess competency importance and
2. a strength/development needs scale

The Result

The quantitative analysis resulted in a six-factor competency model solution which captured the majority of variance in performance at Environment Canterbury. This model has provided the foundation for many positive steps forward for the organisation. The first significant application of the model has been in the area of performance management.

We wanted a set of competencies that accurately reflected the situation at Environment Canterbury that were arrived at in a transparent and defensible way. We also wanted some staff participation and a result within a tight timeframe. Using internet based questionnaires we achieved this and the resulting competencies have been seen as having high face validity. With OPRA's help we have since integrated these competencies into performance management including 360 degree feedback, recruitment and training.

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