

# Introduction to Competencies

November 2010

## **DEVELOPMENTAL SERVICES HUMAN RESOURCE STRATEGY**

*Enhancing the lives of the people we support*

# Welcome

- Name
- Role and tenure
- Expectations for the session
- Who is the most inspirational person you know or have met?

# Objectives

- Identify the key characteristics of a competency
- Become familiar with the Core Competency Models for roles in the Developmental Services sector
- Identify behaviours and link them to competencies
- Complete a competency self-assessment to determine your current performance level and where your development opportunities lie

# Agenda

- Welcome, objectives and agenda
- Introduction to competencies
- Core competencies
- BREAK
- Identifying competencies in action
- Completing a competency self-assessment
- ADJOURN

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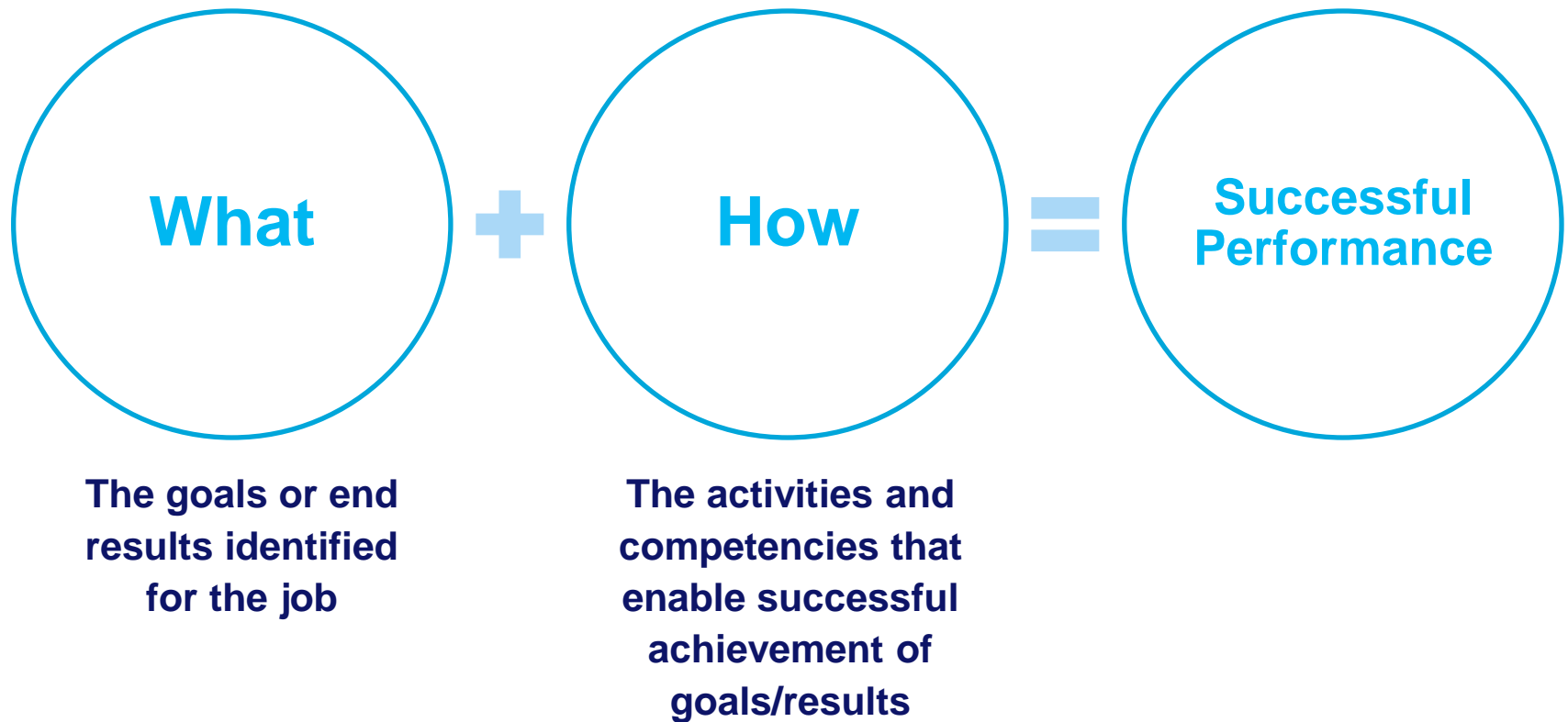
Introduction to competencies

# What is a competency?

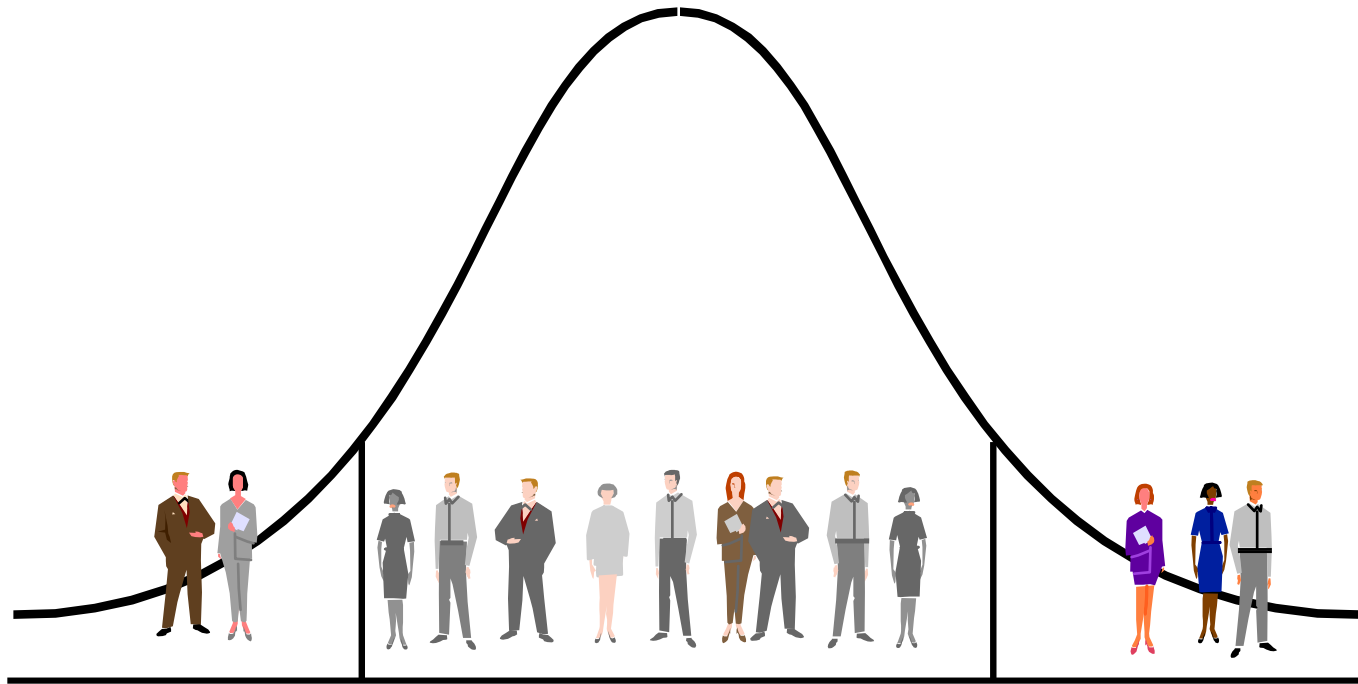
A competency is any skill, knowledge, behaviour or other personal characteristic **that drives superior performance in a job role.**

Competencies are what outstanding performers do more often, in more situations, and with better results than typical performers.

# The performance equation

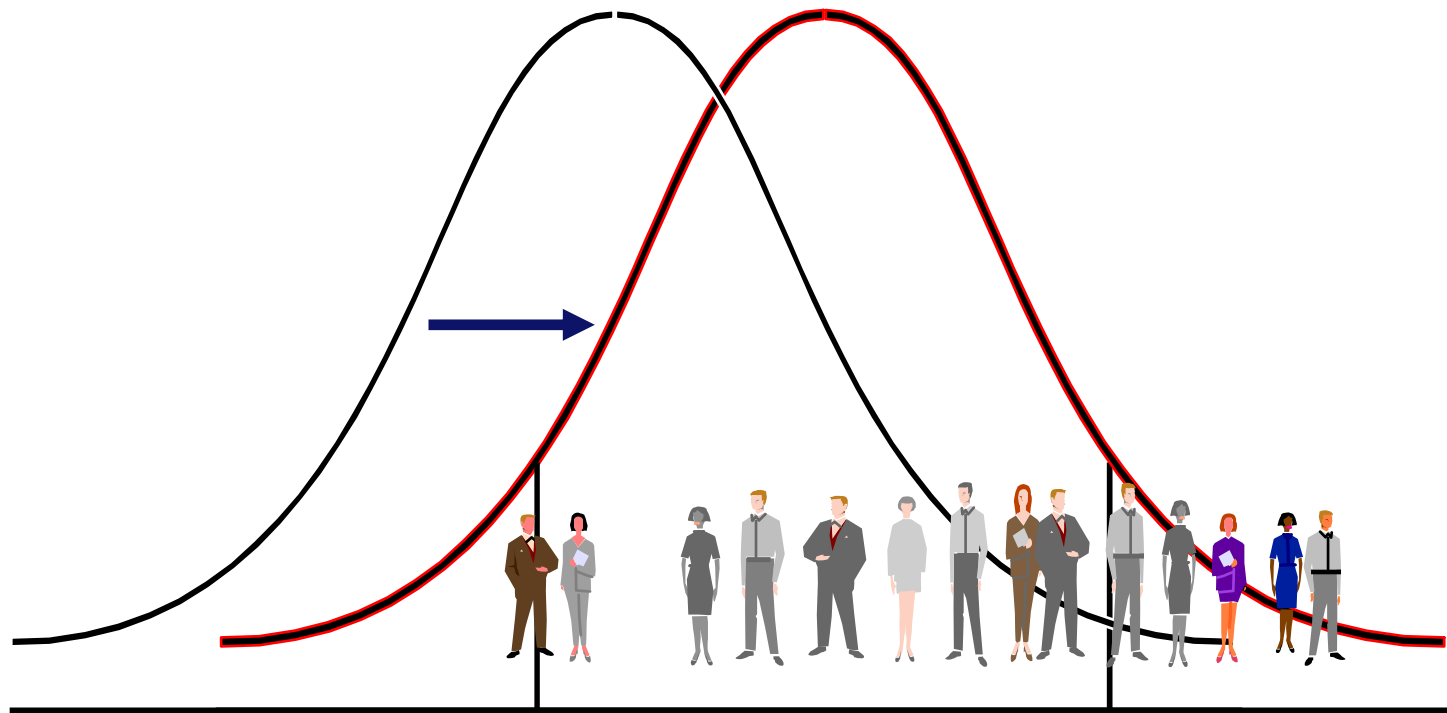


# The “competency curve”





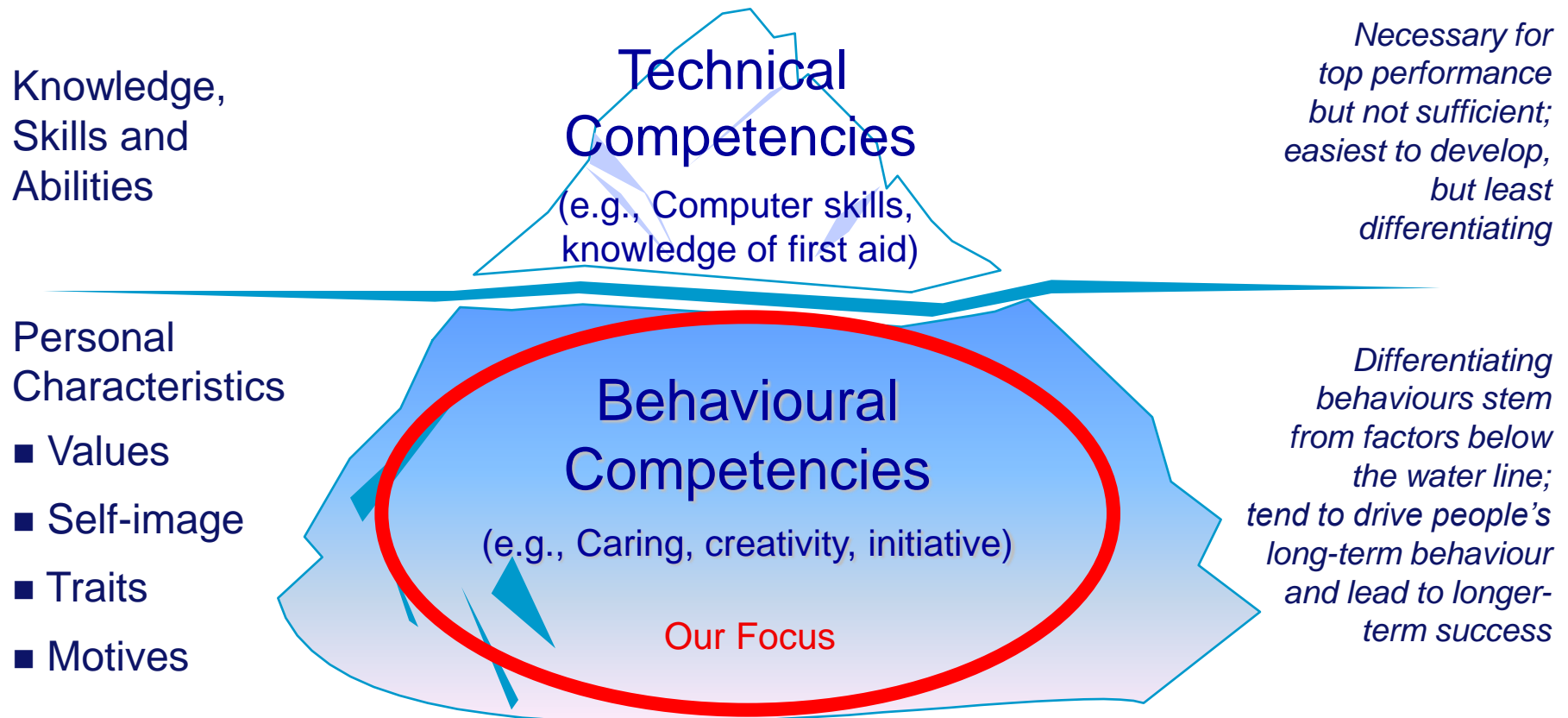
# A focus on competencies will help shift the curve



# Two types of competencies

- **Technical competencies**
  - The knowledge and skills required to do the job – **WHAT** a person needs to know or know how to do
  
- **Behavioural competencies**
  - The behaviours a person demonstrates in performing the job – they are **HOW** an individual approaches his/her work

# Competencies can be thought of in terms of an iceberg



# What does a competency look like?

## Example: COLLABORATION

**1** Collaboration is about communicating with others both within one's team as well as with individuals, agencies and organizations outside one's immediate work area or span of control (e.g., with community partners and stakeholders) to create alignment within and across groups. It is not only encouraging but expecting collaborative efforts and information sharing across agency/organizational lines toward shared outcomes.

**2** **1. Collaborates/does own share of work.** **3**

- 4**
- Willingly accepts and quickly adapts to an assigned role as a member of a large or small team.
  - Shares information with team members about actions or proposed changes that will affect them...

**2. Values others and solicits input.**

**3. Encourages others.**

**4. Works to build team commitment and spirit.**

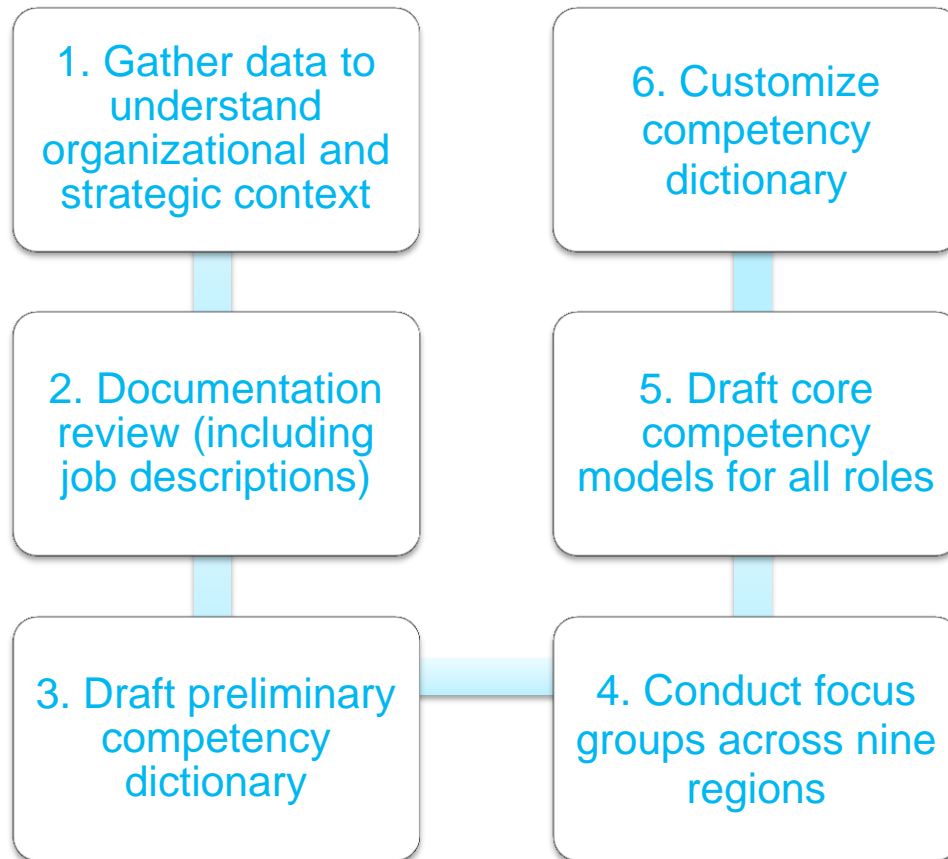
- 1. Definition** – what the competency means
- 2. Scale** – behaviours are arranged in increasing order of sophistication
- 3. Level titles** – describes the intent of the level
- 4. Behavioural indicators** – discrete “packets” of behaviours or characteristics

# What is a competency model?

- Different positions require different competencies – the set of core competencies for a position is called a *competency model*
  - The competencies in each model are those that drive superior performance in the role
- Core competency models have been developed for the following positions:
  - Direct Support Professional
  - Direct Support Supervisor
  - Specialized Support Workers
  - Clinical Specialists
  - Managers/Directors
  - Executive Directors

# How the models were developed

**Begin**



**End**

# Core competencies



# Direct Support Professionals

Advocating for  
Others

Collaboration

Creative Problem  
Solving &  
Decision Making

Fostering  
Independence in  
Others

Initiative

Interpersonal  
Relations &  
Respect

Resilience



# Direct Support Supervisors

Advocating for  
Others

Collaboration

Creative  
Problem Solving  
& Decision  
Making

Developing  
Others

Holding People  
Accountable

Leading Others

# Specialized Support Workers

Advocating for  
Others

Collaboration

Creative Problem  
Solving &  
Decision Making

Fostering  
Independence in  
Others

Initiative

Interpersonal  
Relations &  
Respect

Resilience

# Clinical Specialists

Advocating  
for Others

Fostering  
Independence  
in Others

Initiative

Interpersonal  
Relations &  
Respect

Resilience

Self-  
Development

# Managers and Directors

Advocating for  
Others

Creative Problem  
Solving &  
Decision Making

Developing  
Others

Holding People  
Accountable

Leading Others

Managing  
Change

Relationship/  
Network Building

Resource  
Management

Strategic  
Thinking

# Executive Director competencies



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Core competencies

# Advocating for Others



# Advocating for Others

Individuals demonstrating the competency “Advocating for Others” show through their behaviours an inclination to champion a cause or issue and try to get others to support it (i.e., trying to win the support of others).

1. States facts to persuade or motivate
2. Takes multiple actions to encourage
3. **Calculates impact of actions or words**
4. **Uses indirect influence**
5. Uses complex influence strategies

## LEGEND

Direct Support Professional	Direct Support Supervisor	Specialized Support Worker	Clinical Specialist	Manager	Director
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# Collaboration



# Collaboration

Collaboration is about communicating with others both within one's team as well as with individuals, agencies and organizations outside one's immediate work area or span of control (e.g., with community partners and stakeholders) to create alignment within and across groups. It is not only encouraging but expecting collaborative efforts and information sharing across agency/organizational lines toward shared outcomes.

1. Collaborates/does own share of work
2. Values others and solicits input
- 3. Encourages others**
- 4. Works to build team commitment and spirit**

## LEGEND

Direct Support  
Professional

Direct Support  
Supervisor

Specialized  
Support Worker

# Creative Problem Solving and Decision Making



# Creative Problem Solving and Decision Making

Creative Problem Solving and Decision Making is the demonstration of behaviours that enable one to identify and solve problems by understanding the situation, seeking additional information, developing and weighing alternatives, and choosing the most appropriate course of action given the circumstances. Problems can be solved by breaking the issue into smaller pieces or by identifying patterns or connections between situations that are not obviously related. It involves the willingness to and demonstration of behaviours associated with taking a creative approach to problems or issues. It includes “thinking outside of the box” to go beyond the conventional, and to explore creative uses of resources.

1. Uses a common sense approach to solve problems
2. Is open to new ideas/solutions
3. **Understands and acts on basic relationships**
4. **Identifies and considers options to solve a problem or issue**
5. **Solves complex problems**

## LEGEND

Direct Support Professional	Direct Support Supervisor	Specialized Support Worker	Manager	Director
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# Developing Others



# Developing Others

Developing Others involves a genuine intent and passion to foster the long-term learning or development of others through encouraging, managing performance and coaching, in order to fulfill the current and future skill requirements of both individuals within the profession and the organization. Developing Others is not limited to formal positions of authority.

1. Shares task-related advice and expertise with others
2. Creates learning opportunities for others relative to technical skills acquisition
3. Coaches others and provides advice relative to competency acquisition
4. **Provides in-depth coaching**
5. **Champions a supportive learning environment that facilitates employee growth and development**

## LEGEND

Direct Support  
Supervisor

Manager

Director

# Fostering Independence in Others



# Fostering Independence in Others

Fostering Independence in Others is about enabling others to be self-sufficient and to nurture self-determination. It is also the sharing of responsibility with individuals and groups so that they have a deep sense of commitment and ownership.

1. Provides encouragement
2. Provides training and support
3. **Delegates**
4. **Fully empowers others**
5. Encourages individuals within the organization to empower others

## LEGEND

Direct Support  
Professional

Specialized  
Support Worker

Clinical Specialist



# Holding People Accountable



# Holding People Accountable

Holding People Accountable is about communicating in a direct way what one wants or requires of others. It includes giving directions, setting limits, and holding people accountable for performance, insisting on high performance, confronting problem employees, and using appropriate positional authority to ensure performance with the long-term good of the organization in mind. It involves being firm and assertive, and stepping up to difficult decisions.

1. Gives directions
2. Sets limits
3. Insists on high performance
4. **Holds people accountable for performance**
5. **Steps up to difficult decisions**

## LEGEND

Direct Support  
Supervisor

Manager

Director

# Initiative



# Initiative

Initiative is about taking action, proactively doing things and not simply thinking about future actions. The time frame of this scale moves from addressing current opportunities or problems (being reactive) to acting on future opportunities or problems (being proactive). People with this competency are action-oriented – they act in the present to create value in the future.

1. Addresses current opportunities or problems
2. Takes action under pressure
- 3. Thinks and plans ahead**
4. Implements short-term plans
5. Implements longer-term comprehensive plan(s)

## LEGEND

Direct Support  
Professional

Specialized  
Support Worker

Clinical Specialist

# Interpersonal Relations and Respect



# Interpersonal Relations and Respect

Interpersonal Relations and Respect involves dealing with people in a respectful and sensitive manner. It implies truly listening, understanding, accepting and respecting the opinions, feelings, perspectives and motivations of others. It is also the demonstrated willingness to use this knowledge to shape one's own responses and to show a concern for the welfare, dignity and feelings of others.

1. Listens respectfully to others
2. Actively seeks to understand and responds appropriately
3. **Effectively uses empathy**
4. **Understands deep underlying issues/needs and adjusts behaviours accordingly**

## LEGEND

Direct Support  
Professional

Specialized  
Support Worker

Clinical Specialist

# Leading Others



# Leading Others

Leading Others is about taking on the role of leader of a team or other group. It involves providing inspiration, clarity and direction through a compelling vision of the future. This includes ensuring that those who are led work together and are provided with the required resources and motivational support. Leaders measure their success through the success of others.

1. Facilitates the team function
2. Promotes team effectiveness
3. **Obtains resources/takes care of the team**
4. Positions self as leader
5. **Builds commitment to a compelling vision**

## LEGEND

Direct Support  
Supervisor

Manager

Director



# Managing Change



# Managing Change

Managing Change is about supporting a change initiative that has been mandated within the agency and/or sector. It involves helping employees and individuals and their families understand what the change means to them. People with this competency willingly embrace and champion change.

1. Speaks out for change
2. Links change to work processes
3. Makes changes real for individuals
4. **Follows through on change initiative**
5. **Manages the change process**

## LEGEND

Manager

Director

# Relationship/Network Building



# Relationship/Network Building

Relationship/Network Building is about building and maintaining effective and constructive working relationships, partnerships or networks of contacts with people who are, or might someday be, instrumental in achieving work-related goals. It is the desire to work co-operatively with all stakeholders to meet mutual goals. It includes demonstrating strong interpersonal relations where one interacts with others in ways that advance the work of the agency/sector by developing respect, trust and mutual understanding, and productive working relationships. It involves awareness that a relationship based on trust is the foundation for success in delivering results.

1. Maintains current relationships
2. Solidifies working relationships
3. **Proactively establishes planned networks to address specific issues**
4. **Networks to enhance strategic influence opportunities**

## LEGEND

Manager

Director

# Resilience



# Resilience

Resilience involves maintaining stamina and performance under continuing stress, and to act effectively under pressure. It includes bouncing back from disappointments or confrontations, not letting them negatively influence ongoing performance. Resilient people consistently display determination, self-discipline and commitment in spite of setbacks or lack of support, and a willingness to take a stand when appropriate.

1. Tries to maintain consistency of performance
2. Performs well under normal pressure
3. Overcomes obstacles and/or distractions in specific situations (short to medium term)
4. **Delivers results with a high level of consistency over a long period of time**

## LEGEND

Direct Support  
Professional

Specialized  
Support Worker

Clinical Specialist

# Resource Management



# Resource Management

Resource Management is understanding and effectively managing resources (e.g., people, materials, funds). This is demonstrated through measurement, planning and control of resources to maximize results. People who demonstrate this competency treat the agency's/sector's financial resources as if they were their own. It requires a balance of qualitative (e.g., human resources) and quantitative (e.g., financial resources) measures.

1. Understands resource issues
2. Pursues resource effectiveness
3. Advocates effective utilization
4. **Benefits the agency**

## LEGEND

Manager

Director



# Self-Development



# Self-Development

Self-Development involves proactively taking actions to improve personal capability. It also involves being willing to assess one's own level of development or expertise relative to one's current job, or as part of focused career planning.

1. Updates job knowledge/skills
2. Initiates self-development
3. Actively seeks feedback for performance enhancement
4. **Takes responsibility for personal career development**

## LEGEND

Clinical Specialist

# Strategic Thinking



# Strategic Thinking

Strategic Thinking is linking long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.

1. Demonstrates personal work alignment
2. Promotes team alignment
3. **Aligns program/operational goals and plans**
4. **Influences strategic direction**
5. Develops vision

## LEGEND

Manager

Director

# Threshold competencies

- Baseline competencies to be used for *recruitment* purposes
- Reflect the essential competencies to perform the job at a minimally effective level
- Do not distinguish superior from average performance
- Based on organizational values and represent a minimum requirement to be considered for a job role in the sector
- Four threshold competencies identified include:
  - Flexibility
  - Self-Control
  - Service Orientation
  - Values and Ethics

# Identifying competencies

**Action and**

**Intent**



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Identifying competencies in action

## Activity: Matching Game

# Transition to Matching Game...



# Identifying competencies

## Actions

- What people do or say while performing

## Intent

- What people think or feel at the time

## Familiarity

- Understanding the competencies

04

Completing a  
competency self-assessment

# Principles of competency assessment

- Base your assessment on actual behaviour
- Consider your *intent* at the time of behaviour
- Base your rating on consistent behavioural patterns, not one-time examples
- Gather data/behavioural examples from a variety of sources

# Considerations for your self-assessment

- Do you...
  - Have an opportunity to demonstrate these behaviours on a regular basis?
  - Demonstrate these behaviours consistently (most of the time when the opportunity arises)?
  - Get good results when you demonstrate these behaviours?
- Can you think of several examples when you demonstrated these behaviours in the last 12 months?

# Assessment do's and don'ts

## Do...

- Think of actual incidents that occurred in the past
- Think of your intent/feelings at the time of the incidents
- Think of your *own* role and behaviour in situations
- Assess your own consistent behaviour patterns

## Don't...

- Assess on hypotheticals – what you *would* do in a given situation
- Assess on how you feel now about a past incident
- Assess on a team or group basis
- Base assessments on “one-off” events

# Activity: Competency Assessment Questionnaire (CAQ)

To complete the questionnaire:

1. Read the behavioural indicators for each competency and determine your level of performance relative to each competency.
2. Provide behavioural-based evidence to support the level of performance you indicated.
3. Identify where possible developmental opportunities may lie.

# Next steps

## Following this session:

1. Complete your competency self-assessment using the CAQ (if you have not yet completed it)
2. Prepare a personal growth plan (you may want to review it with your manager)
3. Implement your plan

# Planning tools for personal growth

- **Competencies Discussion Planner**
  - A template to help you prepare for a discussion with your manager around your competency strengths and opportunities for personal growth
- **Development Resource Guide**
  - A compendium of development activities, books and videos to support you in your development planning, organized by competency



## In summary

*We all want to enhance the lives of the people we support.*

Moving forward your role is to:

- Be familiar with the competencies for your role and the CAQ process
- Keep a record of your own behavioural examples as they relate to competency development
- Take responsibility for your own development
- Initiate coaching discussions with your supervisor/manager
- Be open to feedback and monitor your own performance

# Questions

