CHAPTER 3

Defining Competencies and Critical Requirements for a Job

# Chapter objectives (C.O.)

After reading this chapter you will be able to:

C.O.1: Review how competency modelling can be used in a job analysis process

C.O.2: Investigate the competency modelling in focusing on achieving strategic objectives.

C.O.3: Apply the critical incident interview process in defining competencies for a job description (application)

# Summary

# C.O.1: Review how competency modelling can be used in a job analysis process.

While the traditional approach to human resource management focused on knowledge, skills, and abilities (KSA), the focus on competencies expands the arena to include a recognition of motives, traits, and other characteristics which are important in a job. The most important attribute of competency models is that they provide a nice link between the strategic objectives and the competencies needed to accomplish them. As such, they are key in implementing a strategic human resource management process in that we focus in on recruiting, selecting, training and developing employees which have the competencies we need for our objectives.

C.O.2: Describe the competency modelling in focusing on achieving strategic objectives. Competencies describe **knowledge, skills, abilities, and other characteristics (KSAOs)** employees need to be successful in the job. As such, competencies go beyond knowledge, skills, abilities and include motives, traits, aspects of one’s self image, and social role that an employee utilizes in performing a job. More generally, they refer to the employee’s capacity to meet (or exceed) a job’s requirements. Key characteristics of a competency are:

1. It is illustrated by a cluster of related knowledge, attitudes and skills that affects a major part of one’s job;
2. It correlates with performance on the job;
3. It can be measured against well-accepted standards.

# C.O.3: Apply the critical incident interview in defining competencies for a job description.

A critical incident interview process encourages people to describe verifiable incidents and behaviours, as well as the feelings and perceptions of these experiences. Interviewees describe their experiences and observations rather than expressing opinions or judgments of certain events. Interview questions ask people to describe positive and negative examples of incidents to understand motivation, communication, leadership, or other competencies related to a job. The interview process relies on probing skills in continuing the line of questions in soliciting more examples and explanations.