



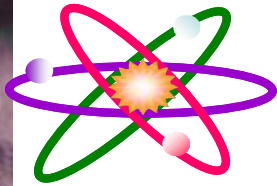
HR MANAGER: Competency-Based Occupational Information

Division of Human Resources Products and Services

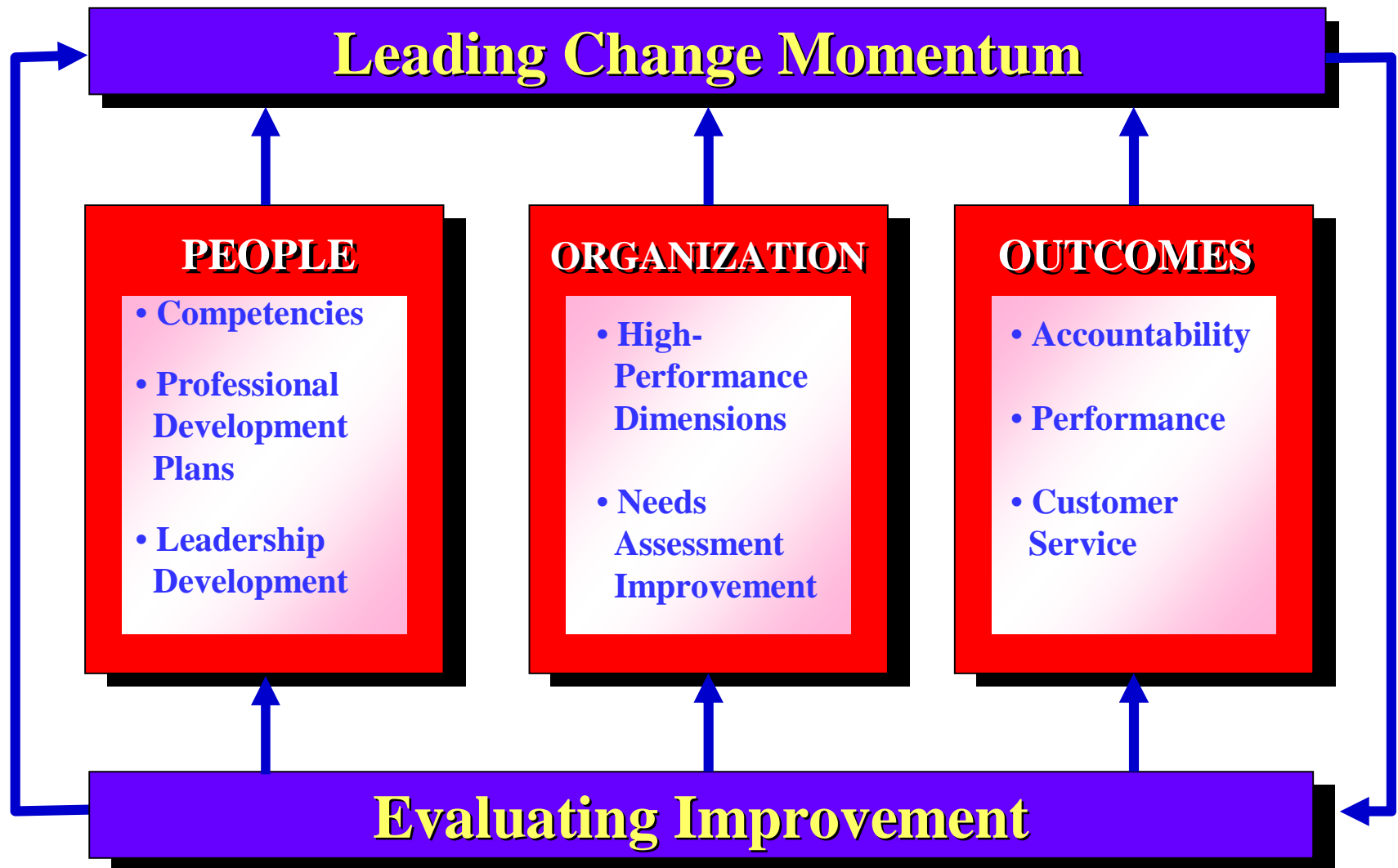
Center for Talent Services

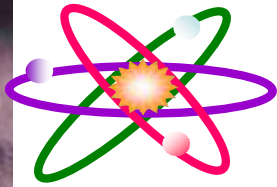
Assessment & Training Assistance Services Group



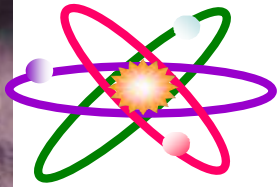


Building High-Performance Organizations

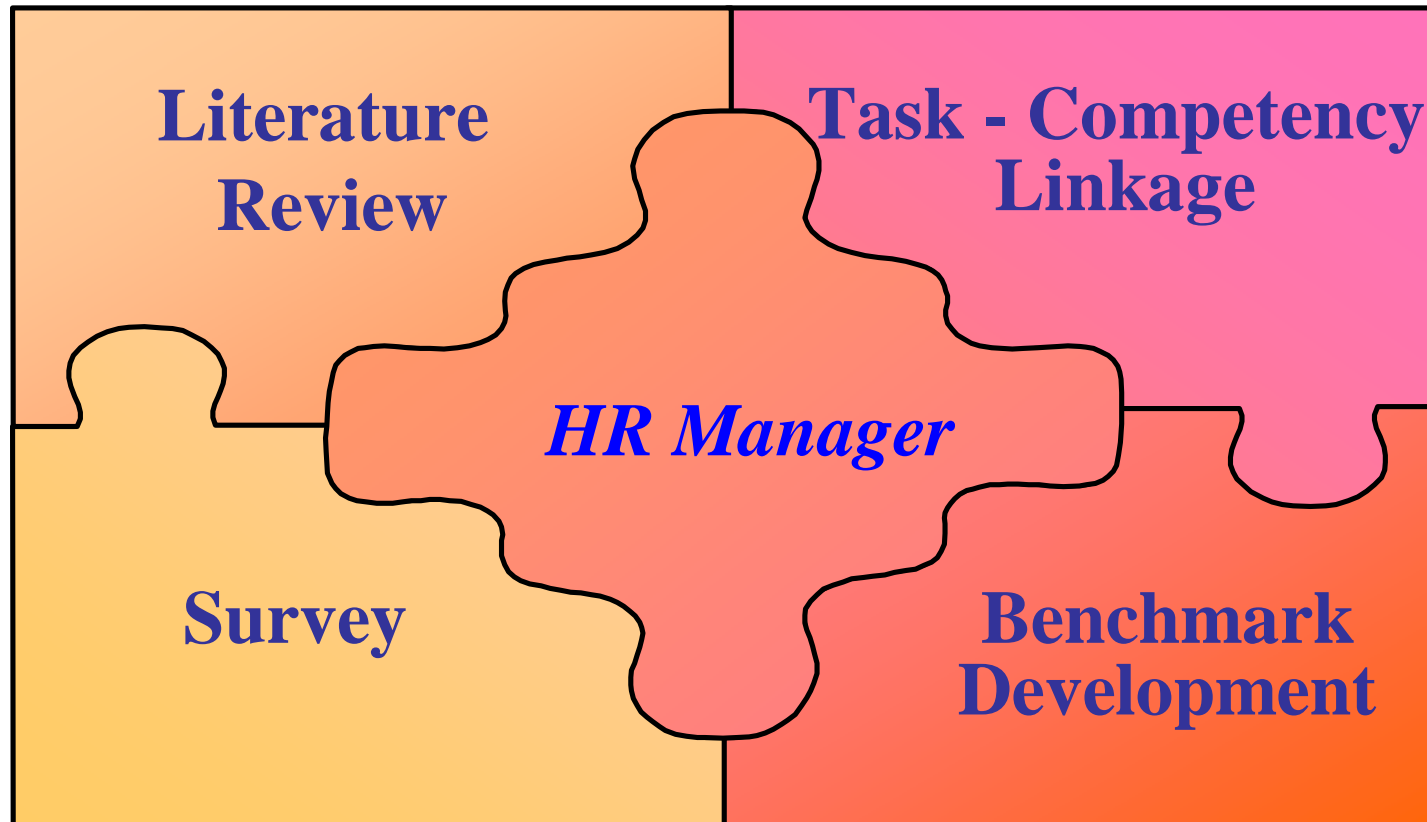


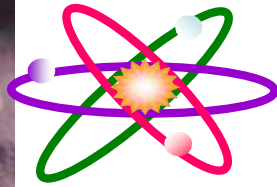


**Multipurpose Occupational Systems
Analysis Inventory -- Closed-Ended**



MOSAIC Approach





HR Manager: Competency-Based Occupational Information



Federal



State



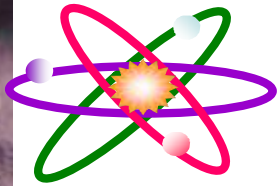
Local



Journals



Private Sector



Example Databases & Surveys

Database

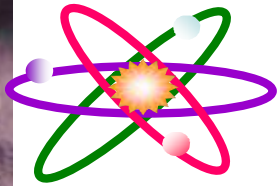
Clerical/Technical Study: Compiled over 10,000 tasks and 500 competencies and knowledges, skills and abilities (KSA's)

Professional/Administrative Study: Compiled over 35,000 tasks and 10,000 competencies and KSA's

Survey

Clerical/Technical Study: Final survey contained 170 tasks and 31 general competencies

Professional/Administrative Study: Final survey contained 317 tasks, 44 general competencies and 35 technical competencies



Task to Competency Linkage

Example of Tasks Linked to the Competency of Writing

Competency: Writing

Develops surveys

Records information

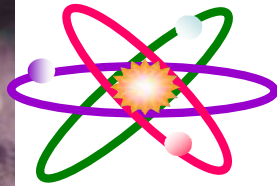
Writes or edits scripts

Explains non-technical information in writing

Contacts others in writing to obtain information

Writes news articles, speeches, or press releases

Explains technical or other complex information in writing



HR Manager: Competency-Based Occupational Information

Benchmarks

Writing: Levels 1-5

Independently develops lengthy and complete documents covering complex or technical information; drafts correspondence for high-level officials or management

Composes documents or correspondence of moderate length covering detailed information; extracts sections from available source materials and organizes them into a summary document

Develops short documents to summarize non-technical information; prepares correspondence in response to inquiries for information

Writes short documents or routine correspondence from examples of similar documents

Completes standard forms without assistance from co-workers or supervisor; copies information from one source to another

5

4

3

2

1

Writing: Examples

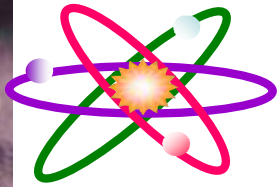
Writes office manuals; contributes to technical reports; writes sections of policy instructions; writes training manuals for new employees

Writes memos and other correspondence to explain operating procedures; writes computer operations procedures and memos requesting change in procedures

Prepares meeting notes or minutes; drafts responses to requests for information

Prepares routine inter-office memos, transmittal letters, and form letters

Completes standard forms such as training forms and travel orders; prepares file and specimen labels



Defining Today's Jobs

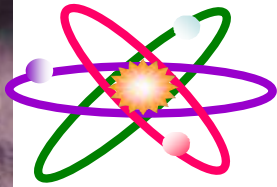
Old Method

- Knowledge, skills, abilities
- Jobs are defined as bundles of tasks
- Employees perform strictly definable tasks



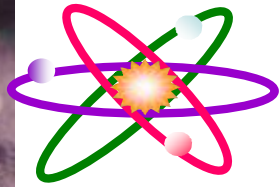
New Method

- Competencies
- Jobs are defined by competencies
- Jobs are flexible



Competency

A measurable pattern of skills, knowledges, abilities, behaviors and other characteristics which an individual needs to perform work roles or occupational functions successfully



HR Manager: Competency-Based Occupational Information

MOSAIC Studies

Managerial



Clerical & Technical



Professional & Administrative



Information Technology



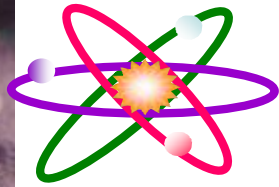
Trades and Labor



Science and Engineering

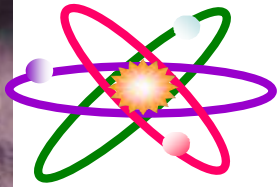


Law Enforcement



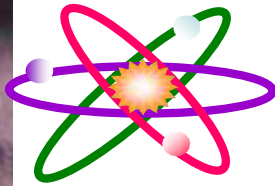
HR Manager: Competency-Based Occupational Information



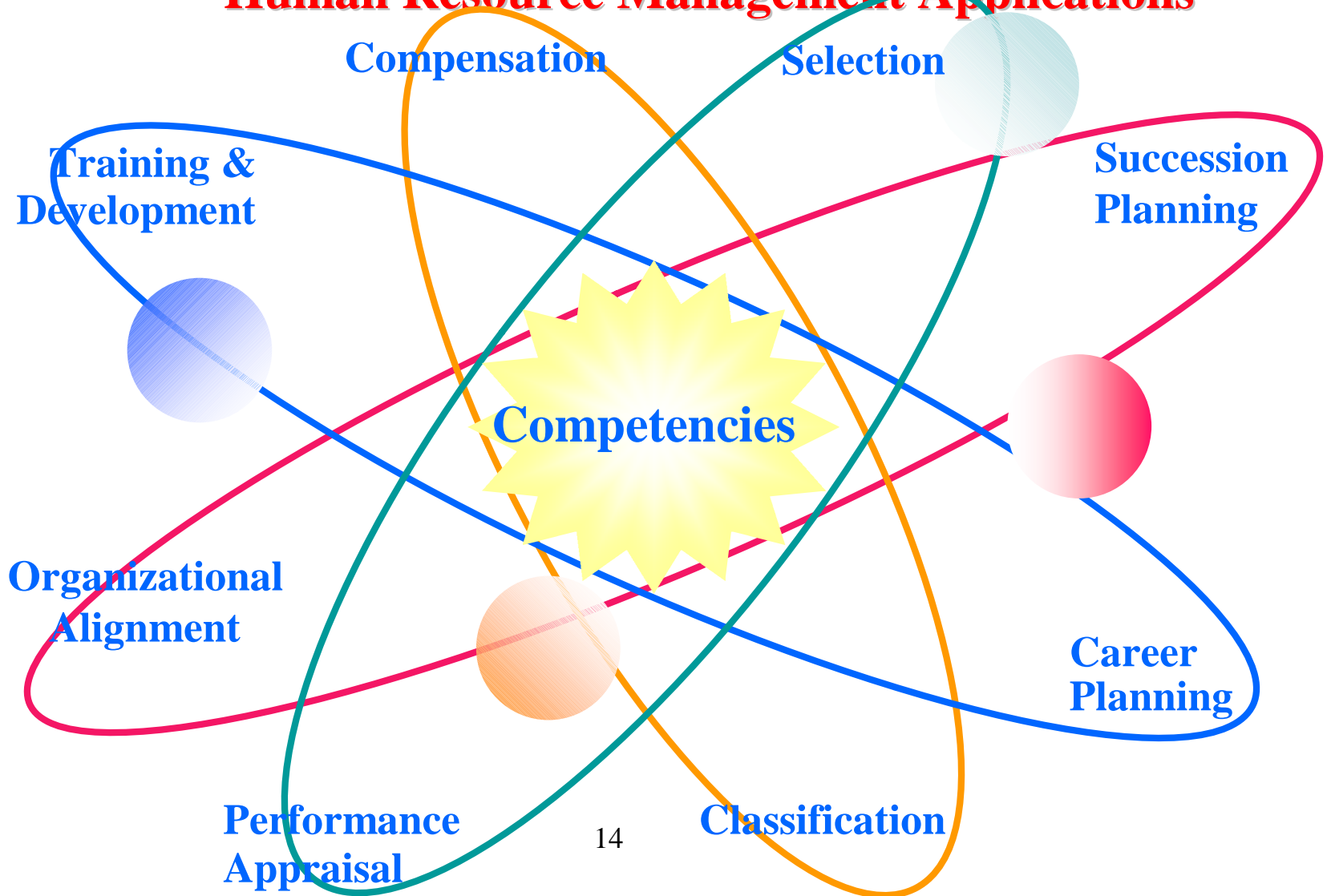


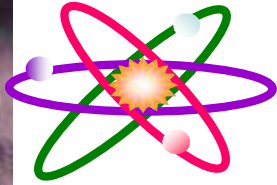
Objectives of *HR Manager*

- Identifies critical tasks and competencies for occupations
- Provides personnel specialists and line managers with immediate access to occupational data
- Creates a common language across human resource functions
- Provides a foundation for developing human resource applications



Human Resource Management Applications





Contact Information

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