DoD Competency Management Overview

May 2013
Overview

- Competency Management/Development
  - Competency Management Drivers
  - Competency Development Process
  - Competency Model Development Considerations
  - Draft Competency Model

- DCAT Development
  - DCAT Initial Operating Capability (IOC) Timeline
DoD Competency Management Drivers

• **10 USC §115b:** “…Each strategic workforce plan…shall include…an assessment of the critical skills and competencies that will be needed in the future within the civilian employee workforce …the critical skills and competencies of the existing civilian employee workforce…projected trends in that workforce based on expected losses due to retirement and other attrition…gaps in the existing or projected civilian employee workforce…”

• **DoDI 1400.25v250:** “Strategic Human Capital Planning Program Office shall...develop DoD policy, guidance, and strategies for competency-based SHCP...Establish common taxonomies for competencies as necessary to meet DoD-wide SHCP needs and to facilitate life-cycle management”

• **DASD (CPP) Memo signed Nov 23, 2011,** Enterprise Civilian Competency Management Framework Implementation

• **USD (P&R) Memo signed October 27, 2011** outlined “Enterprise Competency Management Approach” in Attachment 1
DoD Competency Management Overview

**Goal:** Develop DoD competency models and assess competency gaps for civilian Mission Critical Occupations (MCOs) by FY15

<table>
<thead>
<tr>
<th>CURRENT STATE</th>
<th>FUTURE STATE</th>
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<tbody>
<tr>
<td><strong>DoD-Wide Competency Development</strong></td>
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<tr>
<td>Focused on legacy MCOs only</td>
<td>Covers majority of civilian workforce</td>
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<td>Development methodologies are time/resource intensive</td>
<td>Streamlined methodology requires fewer SMEs, shorter timeframe, allows virtual panels</td>
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<td>Competency modeling and HR lifecycle processes</td>
<td>Selection assessment questionnaires are developed within competency modeling (no need for separate SME panels)</td>
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<td>(e.g., position description development, selection assessment questionnaire development, etc.) not fully integrated</td>
<td>Collaborate with OPM on USAStaffing update</td>
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<td><strong>DoD-wide Competency Assessment</strong></td>
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<td>Capability limited to stand alone surveys</td>
<td>Defense Competency Assessment Tool (DCAT) based on Army’s Competency Management System (CMS) – Will be UNCLASS</td>
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<td>Multiple component tools with redundant functionality</td>
<td>Develop long-term, integrated HR lifecycle competency management solution</td>
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DOD Competency Management Process

PHASE I: COMPETENCY DEVELOPMENT

- Review Data
  - Draft list of technical competencies
  - Timing: 2 Weeks

- Conduct SME Panels 1 & 2
  - Prioritized list of competencies; Draft SME-validated model
  - Timing: 2 Weeks

PHASE II: COMPETENCY VALIDATION AND ASSESSMENT

- Validate Model and Assess Competency Gaps (in DCAT)
  - Competency validation and gap assessment
  - Timing: 3 Weeks

- Report Findings and Prepare for Model Refresh
  - Competency reports for DOD use; proposed model revisions
  - Timing: 2 Weeks

Steps:
- Leverages existing competencies
- Conducts remote, online SME panels
- Eliminates stand-alone surveys by embedding in competency assessment tool
- Provides first time insight into gaps

*Streamlined process reducing Competency Development from 6+ months to 2 months*
DOD-wide Competency Taxonomy

Five-Tiered Competency Framework

Tier 1: Core Competencies
Apply across DOD regardless of component or occupation, e.g., DOD leadership competencies

Tier 2: Primary Occupational Competencies
Apply across discrete occupational series/functions, i.e., one or more functionally related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns

Tier 3: Sub-Occupational Specialty Competencies
Unique to sub-occupational specialty, e.g., set of geo-technical competencies within the civil engineering occupation

Tier 4: Component-Unique Competencies
So unlike any of the other competencies identified that they exist at the component level and are unique to the context or environment in which the work is performed.

Tier 5: Position-Specific Competencies
Required for a particular position within an occupation and are not addressed in the Tiers above, e.g., a specific civil engineer may require financial management competencies

Competency Components
Each competency in the Five-Tier Framework is described by the following components:

- Competency Title
- Competency Definition
- Proficiency Level Definition/Illustration
- Job Tasks

Proficiency Levels (tied to assessments) indicate the degree to which employees have mastered a competency.
1. **Mission Critical Occupations (9 models remaining)**

2. **Series within current DOD Functional Community Structure**

3. **Additional series as needed/requested**

SME Panels are designed to engage individuals who are considered proficient in their field and actually perform the functions of the occupational series/job. The selected SMEs should possess both experience and expertise in accordance with the following criteria:

1. Functional Experience;
2. Business Process Expertise;
3. Recognized Competence;
4. Authority;
5. Availability; and
6. Access to required technology
Draft competency models will be distributed to FCs for information purposes only.

Draft model packets include:
1. Description of competency development process
2. Competency titles, definitions, and task statements.
The Defense Competency Assessment Tool (DCAT) will be developed and deployed by end of Q1 FY2014

DCAT Development

- Develop tool to meet DOD requirements
- UAT User Acceptance Testing (UAT)

DCAT Deployment

- Pilot w/selected FCs (e.g., HR)
- Modify tool based on UAT findings
- Initiate deployment* to assess competencies to meet FY15 statutory workforce planning requirements
- Continue deploying by MCO occ series

*MCOs assessed first

05/2013