



Using Competencies to Support Classification and Other HR Functions

Tim McGonigle, Ph.D.

ICF International

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Background

- City and County of San Francisco
 - Provide full range of municipal and county functions
 - Public health, social, public safety, criminal justice, public transportation and infrastructure, water, recreational, and other services
 - Oldest civil service system west of Mississippi
 - Approximately 1,300 classes
 - Approximately 28,000 employees
 - Top 100 job classes cover approximately 75% of all employees.
 - Despite successful efforts to update specific areas of classification plan, on the whole it was outdated and unwieldy
 - Had identified several specific quasi-classification related issues:
 - Consolidation of classes that are not meaningfully different
 - Provision of career development pathways
 - When and how to test core KSAs
 - This presentation describes an approach to systematically addressing these issues

Proposed Changes

- Initially wanted to broadband
 - Determined to be too large an undertaking for current project
 - Requires reform of other policies and practices for success
 - Performance measurement
 - Delegation of authority
 - Budget allocation procedures
 - Pay reform
- Decided to introduce competencies to existing system
 - Competencies would serve as a common language for describing all positions
 - Current system involves a dispersed collection of uniquely-created KSAs
 - Common language would help streamline classification, career development, assessment challenges
 - Could also serve as foundation for other changes related to broadbanding

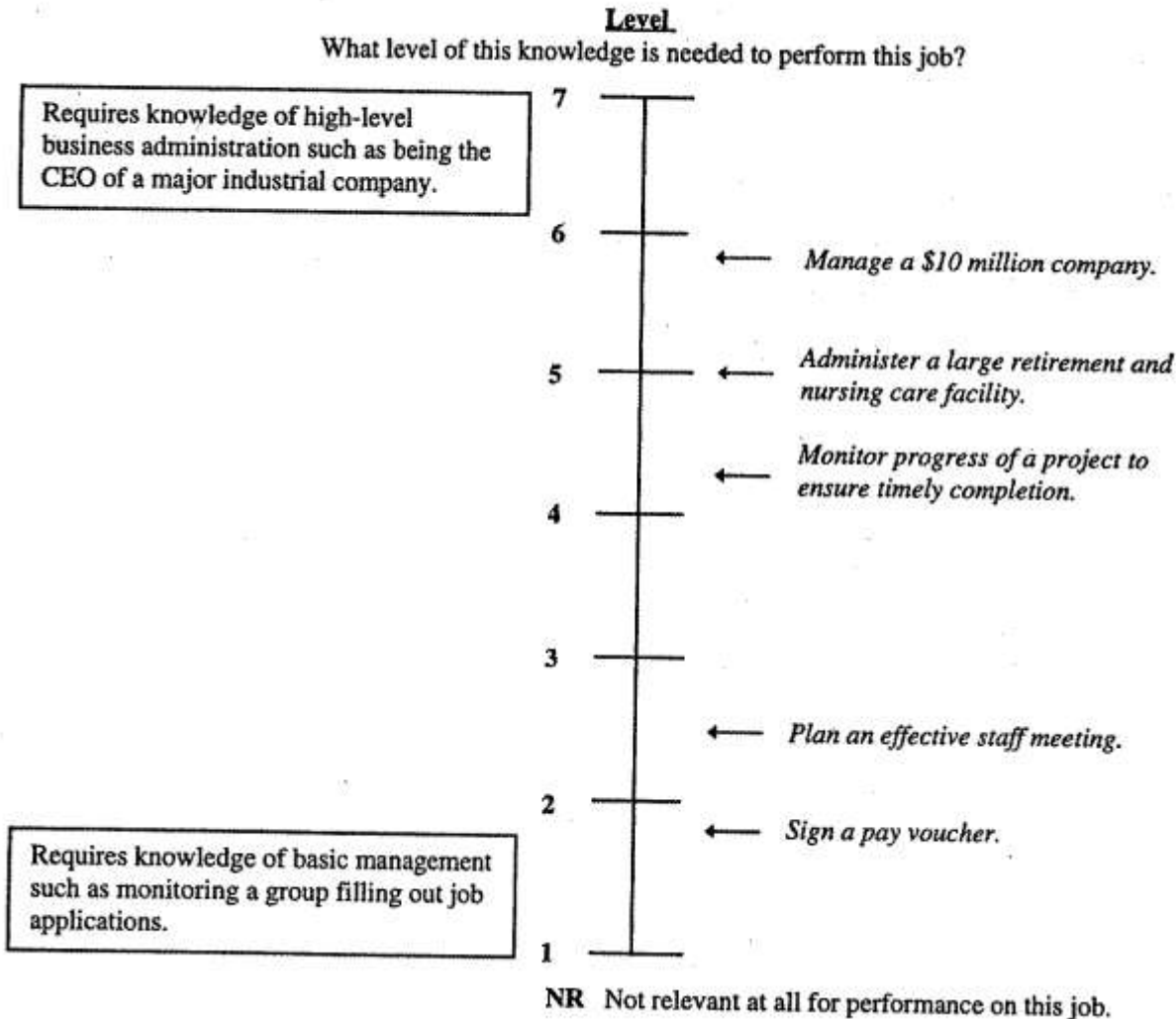
Competencies

- Defined here essentially as “meta-KSAs”
- Operationally defined as O*NET KSAs
 - Developed by U.S. Department of Labor
 - 120 competency definitions
 - 33 Knowledges (e.g., Geography)
 - 35 Skills (e.g., Complex Problem Solving)
 - 52 Abilities (e.g., Written Expression)
 - Level rating using BARS scale
 - What level of this [K,S,A] is needed to perform this job?
 - Scale **NOT** focused on personal development
 - How competent are you on this [K,S,A]?
 - Purpose of scales is to make comparisons across jobs/classes
 - Particularly useful for whole job classification
- Job-specific KSAs retained and linked to competencies

Competency Rating Scale

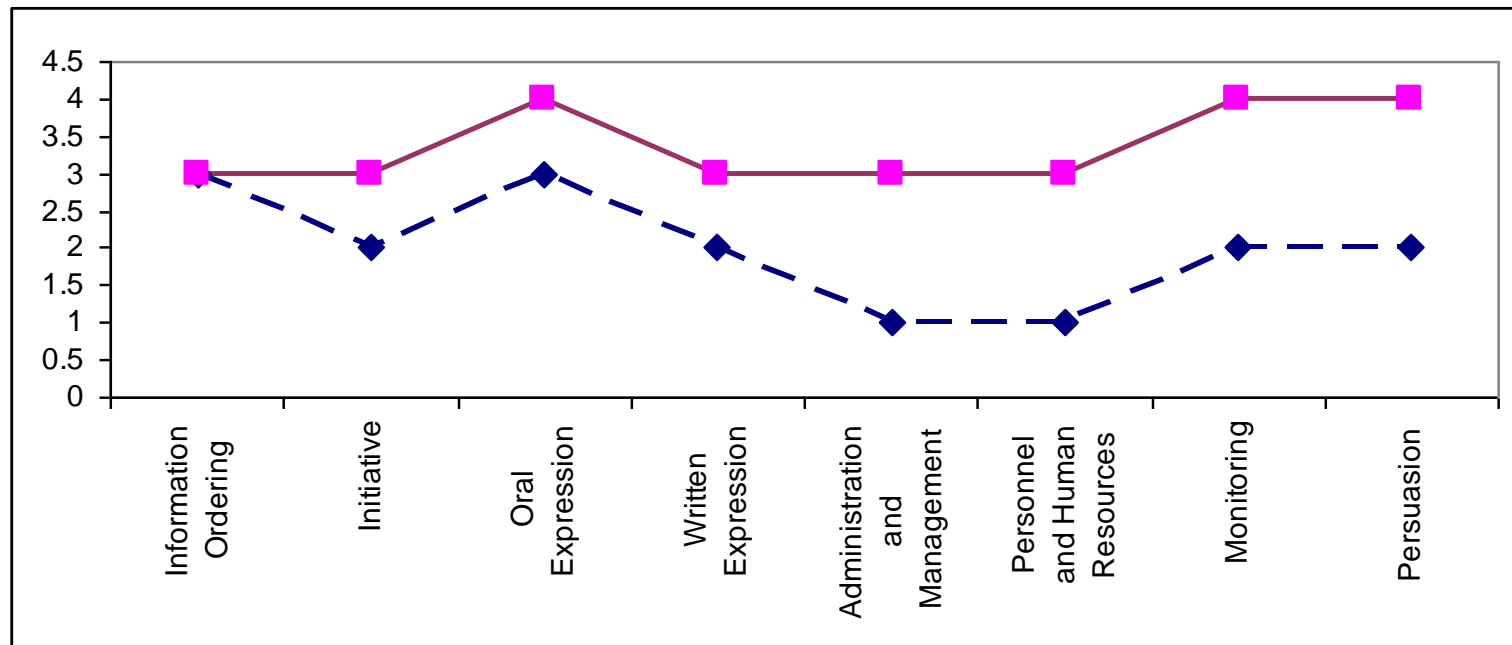
1. Administration and Management

Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.



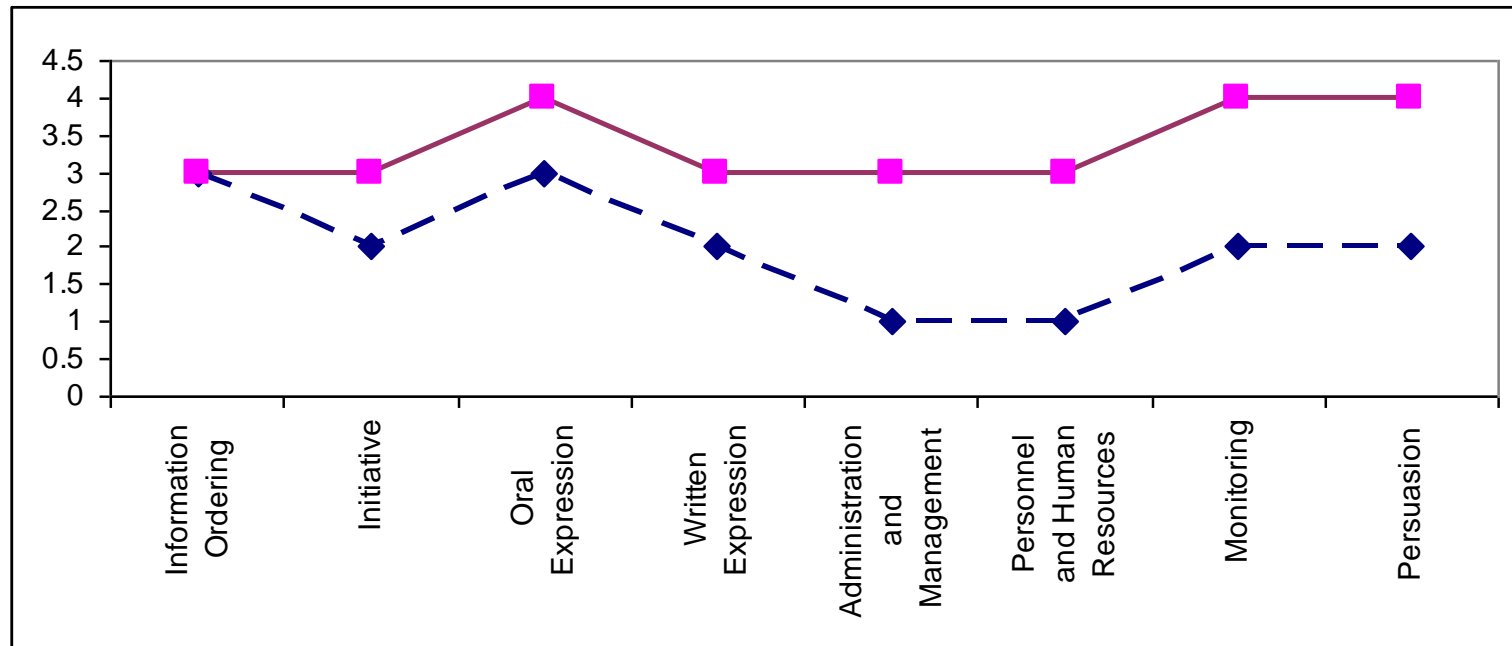
Use in Classification

- By comparing competencies, one can identify the relative standing of two classes



Use in Career Development

- Can use competencies to help employees identify similar positions in different series
- Can link competencies to training opportunities that will reduce profile gaps



Other Uses

- Identification of core competencies that can be tested using modular assessments
 - Follow up with best candidates on position-specific KSAs
- Link to national labor market information to help inform compensation