

A 3-day Certification Program



# BUILDING & IMPLEMENTING COMPETENCY MODELS

Return home ready to take a giant step forward in improving your processes for:

- Leadership Development
- Talent Management
- Succession Planning
- Assessment and Selection
- Performance Management
- and more



## Use of a Competency Dictionary

This workshop requires the use of a competency dictionary to build competency models. Participants are taught how to build models using the Workitect Competency Dictionary. But, a license to use the dictionary is not included with the tuition fee for the workshop. Therefore, participants are encouraged to be licensed to use Workitect's Competency Dictionary. Contact us for details.

## SCHEDULE A TAILORED DEDICATED ON-SITE OR LIVE ONLINE PROGRAM

OR

## ATTEND A PUBLIC WORKSHOP LISTED ON OUR WEBSITE



This program has been approved for 19.25 (Business) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

Approved by SHRM for 19.25 credits toward SHRM-CP / SHRM-SCP certification.



# At This Program You Will Learn....

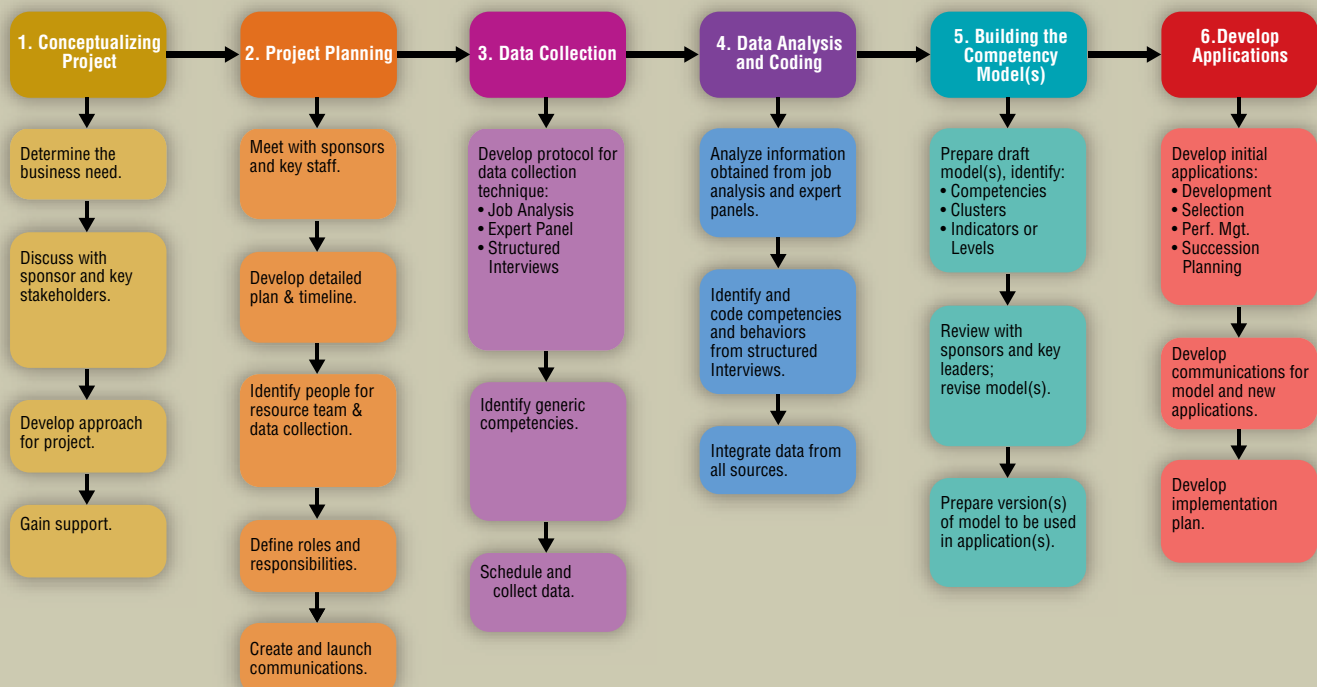


## Are You Selecting and Developing Average Performers or Superior Performers?

- What competencies really are, including:
  - **5 types of competency characteristics...**and the difference between skills, knowledge, self-concept, traits, and motives.
  - **2 categories of competencies...**and the difference between threshold and differentiating competencies.
- How competency-based HR systems produce bottom-line results.
- How to Build Job Competency Models—the Right Way!
- How to conduct a Behavioral Event Interview (aka Key Event Interview).
- Approaches for building competency models for multiple jobs in an organization.
- How to plan and develop a focus group for competency modelling.
- How to make the case and sell a competency-based approach to top management.

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### Steps in building an integrated set of competency models



# At This Program You Will Learn....



*continued*

- How to successfully implement a sustainable competency system.
- How to create practical, effective and integrated processes for:
  - Talent Management
  - Assessment, Selection, and Retention
  - Succession Planning
  - Performance Management
  - Employee Development and 360° Feedback
- How focusing on competencies can make a positive impact on diversity, change management, and organization development initiatives.
- How to select or develop competency development programs and tools.

## **While developing these 7 competencies for yourself:**

- Initiative—identifying what needs to be done in order to improve the selection, development and retention of talent—before being asked.
- Influencing—gaining others' support for the process.
- Diagnostic Information Gathering—using skillful questioning to draw out information required for model building.
- Analytical Thinking—using a logical, systematic, sequential approach.
- Conceptual Thinking—applying a theoretical framework to solve a complex organizational problem.
- Facilitating of Groups—effectively generating data and support from expert panels and focus groups in order to build and validate models.
- Written Communications—writing job models in clear and concise language that all employees can understand and apply.



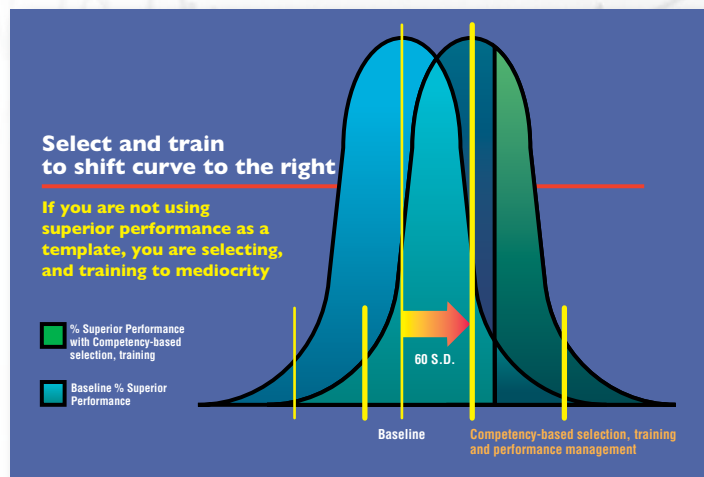
**Workitect is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP or SHRM-SCP. This program has also been approved for 19.25 recertification credit hours by SHRM and the Human Resource Certification Institute (HRCI).**

# 10 Special Benefits of Attending



*Each participant who successfully completes this program will be certified to use Workitect's competency menu and more than 20 forms, templates, instruments, and tools for implementing competency-based HR systems, and will receive:*

1. Rights to use 54 high quality PowerPoint slides from our "Competencies 101" and "The Case for Competency-Based HR Systems" presentations.
2. Advice and coaching from experienced competency experts who have helped hundreds of organizations implement competency-based HR processes...Email your questions to Dr. Richard Mansfield, [rm@workitect.com](mailto:rm@workitect.com), Dick Gerlach, [rg@workitect.com](mailto:rg@workitect.com) or Ed Cripe, [ec@workitect.com](mailto:ec@workitect.com)
3. A 380-plus page information-packed workbook for reference during the program and for back-home use.



4. A copy of the "Competency Development Guide" (AKA Resource Guide for Developing Competencies)—a \$75 value
5. A personal critique of your situation or plan supplied prior to the program.
6. Receive special reports on..."Integrating Key HR Processes", "Competencies and Competitiveness", "Building Competency Models—Approaches for HR Professionals", "The ROI of Competency Technology", and "Competency Systems Add Value Line Execs Can See".

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# 10 Special Benefits of Attending



continued

## YOU'LL BENEFIT MOST BY ATTENDING THIS PROGRAM IF YOU ARE...

- A line or staff executive who wants to learn how you can leverage your human resources to add value and increase profits.
- A human resource consultant, professional, manager or executive.
- A specialist in talent acquisition, development and retention, in human capital management, or succession planning
- A training or organization development professional.

**7.** As soon as you register, you will receive:

- A questionnaire to supply questions you would like answered during the workshop.
- A detailed flow chart of the entire competency model building process.

**8.** Examples of actual job competency models from a variety of industries, training programs geared to developing specific competencies, selection and development tools, books, articles and more—to reference for future study.

**9.** Save 10% by registering two or more.

**10.** A free subscription to our monthly newsletter with tips on improving individual and organizational performance.

# Program Sequence and Agenda



## Day One

9:00 A.M.

Overview & Conceptual Framework

- Welcome and Introductions
- Overview of workshop utilizing a 6-step model building process.
- Competencies: what are they?
- Research and background
- What is a competency model
- Criteria for a good competency model
- Value and benefits of job competency models

### Step 1 Conceptualizing the Project

- Thinking through the business need
- Clarifying the need with the sponsor
- Developing an approach
- Gaining the sponsors support for the approach
- Three approaches to competency model building

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12:00 P.M.

Lunch

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1:00 P.M.

### Step 2 Project Planning

- Stakeholder analysis
- Structure of the project plan

### Step 3 Data Collection

- Data collection tasks
- Primary data collection methods
- Secondary data collection methods

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4:00 P.M.

Adjourn

## Day Two

9:00 A.M.

### Step 3 Data Collection

- Complete data gathering exercises

### Step 4 Data Analysis and Coding

- General approach for analyzing data
- Analyzing data from job analysis interviews
- Analyzing data from structured event interviews
- Integrate data from all sources
- Target data exercise

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12:10 P.M.

Lunch

*continued*

# Program Sequence and Agenda

*continued*

1:10 P.M.

## **Step 4 Data Analysis and Coding**

- Coding Exercise
- Analyzing data from resource panels

## **Step 5 Building the Competency Model**

- Select a set of competencies
- Create behavioral indicators
- Identify clusters
- Prepare draft of model
- Review with sponsors

## **Step 2 Project Planning (revisited)**

- Project planning worksheet
- Project planning exercise (own project)

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4:00 P.M.

Adjourn

## **Day Three**

9:00 A.M.

## **Step 2 Project Planning (revisited)**

- Complete planning exercise (own project)

## **Individual Consulting Help (in Small Groups)**

- Each participant reviews his/her back home project, implementation plan, challenges, issues, etc. and receives consulting help from a Workitect consultant/instructor and others in the group

## **Technical vs. Behavioral Competencies**

## **Step 6 Developing Applications**

- Professional Development and Training
- Selection
- Performance Management
- Succession Planning

## **Step 6 Developing Applications**

- Other—Compensation, Culture change
- Group discussions on specific applications

## **Summary and Program Wrap-up**

- Summary exercise
- Final issues and wrap-up

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12:00 P.M.

Adjourn

# Three ways you will benefit from your instructors



Richard Mansfield, Dick Gerlach, and Ed Cripe are uniquely qualified to lead this workshop. (Each workshop is led by one or more of these facilitators.)

**They have real-world experience...**with over 100 years of combined experience in building competency systems for organizations in every industry.

**They can deliver the message...**as dynamic seminar leaders and skilled workshop facilitators who engage participants with interaction and experiential activities.

**They are great coaches...**no consultants have been more collaborative in working with other internal and external consultants to share experiences and transfer technology. You will leave the workshop feeling that you have new partners to help with your back-home applications.

## Dr. Richard S. Mansfield



is a leading authority on competency technology, and was the Director of Research for McBer & Company/Hay Group, the firm most responsible for the formulation and development of competency technology. He has over thirty years of experience in competency based job analysis, skills assessment, management development, selection, survey design and course development.

Richard co-authored "The Value-Added Employee" and "The Psychology of Creativity and Discovery" and has published numerous articles, including the groundbreaking "multiple-job approach". He holds a doctorate degree in Human Development and an A.B. degree in Social Relations from Harvard University. He has completed major competency assessment and organizational change projects for organizations such as American National Can, American Express, The Travelers, Blue Cross-Blue Shield, Kal Kan Foods, General Electric, Mitre, Mobil Oil, Home Depot, Miles Laboratories, Northern Telecom and ICI (UK). [rm@workitect.com](mailto:rm@workitect.com)

## Richard R. Gerlach



Has over 30 years experience in management and executive development, training, human resources, and organization development. He has held senior leadership positions with Ryder System, Inc. including Group Director-Organization Effectiveness and Director-Human Resource Development. Previously he created and led the human resource development functions for Pabst Brewing Company and Ryan Homes, Inc.

Dick has extensive experience in developing competency based performance management, selection, assessment and management development processes. He is also experienced in the areas of organization/culture change, measuring and improving employee engagement, and team development. He is a skilled facilitator experienced in working with senior executive teams. Dick received his Master's Degree in Management from the University of Southern California and his Bachelor's Degree in Finance from Western Michigan University.

# Three ways you will benefit from your facilitators



## Edward Cripe



Has over thirty years of experience helping companies implement competency-based human resource systems. He is the founder and president of Workitect, Inc. His experience includes senior consultant roles with Merit Performance, Kaset/Achieve Global and McBer/Hay Group, plus corporate positions as director, training, organization development and quality for Ryder System and the Bendix Corporation.

Ed holds a M.B.A. degree in Human Resources and Organizational Behavior from Indiana University and has completed doctoral level studies at the University of Michigan. He is co-developer of the FOCUS™ Coaching and EXTEND™ Consulting programs, co-author of "The Value-Added Employee" (Butterworth Heinemann Publishing) released in 1999.

His clients have included companies in a wide range of manufacturing and service industries, including Ford/Visteon, DaimlerChrysler Services, Depository Trust, NCR, Mobil, ConAgra, Nortel, Fujitsu, NYU and University of Pittsburgh Medical Centers, Pacific Gas & Electric, Entergy, Pacific Maritime Association, GMAC, Ashland, and CIGNA. [ec@workitect.com](mailto:ec@workitect.com).

### We Can Develop A Special Session Just For You

**HAVE THIS PROGRAM PRESENTED onsite in your organization and have these topics customized to your needs, while saving more than 20% off public workshop fees. As an organization or association, host a public session and save even more. Call 800-870-9490 or e-mail [info@workitect.com](mailto:info@workitect.com) for details.**

## About Workitect, Inc.

A provider of innovative and customizable competency development systems, tools and programs—described on <http://www.workitect.com> with many free resources for HR and training professionals.

Use our resources to:

- Bridge your curriculum gap with our competency development modules.
- Provide relevant 360° feedback using your competencies or our Soundings™ instruments.
- Give your employees access to our eDeveloper™ online resource guide.
- Sell your management team on the value of a competency-based approach to HR.

# How to attend



## Five easy ways to register

1	<b>On-Line Registration</b> at <a href="http://www.workitect.com">www.workitect.com</a>
2	<b>Fax</b> your registration to 754-315-2750
3	<b>Call</b> 954-938-5370 or 800-870-9490
4	<b>e-mail</b> <a href="mailto:register@workitect.com">register@workitect.com</a>
5	<b>Mail to</b> Workitect, Inc., 2020 N.E. 53rd St., Suite 1000 Ft. Lauderdale, FL 33308

## What You Will Receive After You Register

As soon as you register, you will receive an immediate confirmation, a questionnaire to supply questions you want answered, and a copy of Workitect's "Integrating Key Talent Management Processes".

## Registration & Fees

Register today on-line or by completing and returning the registration form on the next page. You can also register by calling 800-870-9490. The fee is \$2,100 per person (10% discount for multiple registrations from the same organization) and includes a comprehensive course workbook, follow-up resource materials, and the "Competency Development Guide: Resource Guide for Developing 35 Competencies". The live online program begins each day at 9:00 a.m. EST and ends at 4:00 p.m. EST with the third day ending at 12:00 p.m. EST.

## Transfer, Substitution, and Cancellation policy.

If you cannot attend a workshop, you may contact Workitect in advance to transfer to a future session, or you can send someone to take your place. If you need to cancel your attendance, Workitect will give you a complete refund minus a \$250 administrative fee if you cancel more than three weeks before your workshop begins. If you cancel with less than three week's advance notice, you will be liable for the entire workshop fee. Once your payment has been received, you may request a courtesy transfer to use at any future workshop of equal or lesser length. The courtesy transfer must be used within two years of the date of the originally scheduled workshop. If you do not attend a workshop for which you are confirmed, and do not contact Workitect to cancel in advance, you will be charged the entire workshop fee.

## Use of a Competency Dictionary in the Program

Workitect's competency dictionary is used during the workshop to demonstrate the collection, analysis, and coding of data necessary to build a competency model. The dictionary is also used in the Competency Development Guide that participants receive during the workshop. To continue using the Workitect dictionary after the workshop to build models, it is necessary for the participant's organization to acquire an intellectual property license. A license can be acquired prior to or after attending the workshop. Organizations acquiring a license prior to the workshop will receive a 20% discount on registration fees for the workshop. If you already have a competency dictionary, we recommend that you bring it with you to the workshop so that you can cross-reference it and integrate it into model-building plans.

# Registration Form



☐ YES! I'm looking for proven ways build HR systems to select and develop superior performers.  
Register me for Building Competency Models—BCM

## Registration Fees:

Individual fee—\$2,100 per person. Groups of 2 or more per session—\$1,890 per person. SAVE \$210 (10%)

For Organizations with a Workitect Competency Dictionary License—\$1,470 per person. SAVE \$630 (30%)

**Please duplicate this form for multiple registrations**

Organization \_\_\_\_\_

Address Mail Stop \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

Telephone # (    ) \_\_\_\_\_

Fax # (    ) \_\_\_\_\_

Name #1 \_\_\_\_\_

Title \_\_\_\_\_

Seminar Date \_\_\_\_\_

E-mail \_\_\_\_\_

Name #2 \_\_\_\_\_

Title \_\_\_\_\_

Seminar Date \_\_\_\_\_

E-mail \_\_\_\_\_

☐ Check enclosed (please make payable to Workitect, Inc.)

☐ Payment is being processed (letter or intent or purchase order enclosed)

☐ Charge to:    ☐ Discover    ☐ Visa    ☐ Mastercard    ☐ AmEx

Account # \_\_\_\_\_

Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

Please return this page to:

**WORKITECT, INC.**

**2020 N.E. 53rd Street**

**Suite 300**

**Ft. Lauderdale, FL 33308**

**Phone: 954-938-5370 or 800-870-9490**

**Fax: 754-315-2750**