CALIPER
Competency Modeling

Helping you understand what is necessary for success

Benefits To Your Organization

- Knowing what is necessary for success – and if your workforce has those competencies

- Ensuring that managers are hiring and developing employees based on goal-relevant criteria

- Identifying and retaining high-potential employees early in their careers

- Creating criteria to collect relevant and objective ROI information

Do you know exactly how employees' performance drives your company's success? Do you know what it really takes to thrive within your company culture? Can your managers clearly communicate and objectively measure each individual's contribution toward attaining company goals? Can you accurately forecast the type of employee training and development that will allow your company to remain agile in a dynamic business environment?

Competencies provide the framework for a fully integrated talent management approach. These models provide measurable links between overall business environment, company goals, strategy, corporate culture, and individual employee performance. As competency models help define the performance required to drive strategy and success, they can be used as a common language that ties together human capital processes and initiatives such as:

- **Targeted hiring/promotion**

- **Onboarding/new employee orientation**

- **Individual development planning and coaching**

- **Formal training and continuous learning**

- **Performance management**

- **Identifying high-potential employees**

- **Succession planning**

In short, the process of developing competencies provides the roadmap for sustainable success.

What is a competency?

Caliper defines a competency as a bundle of attributes (knowledge, skills, abilities, personality traits, and motivational factors) that provide a foundation for the job-related behaviors linked to success in a particular position.

Most positions have several layers of competencies. These include organizational core competencies or those competencies needed to succeed in the organization at any level, such as a strong team orientation or an entrepreneurial drive. In addition, there are position-specific competencies related to a particular job and technical competencies, which involve required areas of knowledge and experience. By using the Caliper Competency Model, you will be able to identify all the position-specific competencies needed for success.

Lack of clarity about the requirements necessary for success can adversely affect your company's ability to hire, develop, and retain the right people.

Gathering the Information

To create the competency model, Caliper consultants will meet with key stakeholders (high-performing incumbents, managers, clients, etc.) to conduct a Job Analysis. This Job Analysis will allow us to gather the data necessary to determine the critical success factors and key success-related behaviors for the specific role.

In order to understand the position completely, many questions need to be asked. How many different departments does the position touch? How many people work on the team? Is this a new position or one that has gone through recent changes? What does it take to be hired for this role?

What are the criteria for success? Is there profit and loss responsibility? Who does the position report to directly? Or indirectly? Who held the position previously?

To get these answers, Caliper consultants speak to those currently in the role and those who are affected by the role. This Job Analysis provides us with the data necessary to determine the critical success factors for the role. After that, we define the competencies and the behavioral traits that are essential for the position.

As we explore the position and what is takes to meet the requirements, we can identify Key Result Areas (KRAs). For each KRA, we will develop the competencies necessary to succeed in that area. We are then able to build a complete and accurate competency model for every position.

For example, if a Key Result Area for a leadership position is the ability to build an effective, well-organized sales team, we can isolate the competencies required to achieve this goal. To be successful, the manager will need to establish a team environment based on best practices, resolve conflicts among individual team members, and regularly contact managers of supporting departments to ensure that relationship and communication lines remain open. Without those competencies, the manager will not be able to meet the expected performance criteria.

In addition, by using the Caliper Profile, our proprietary personality assessment, we can tell you what personality attributes are needed to drive those competencies. Does a competency require assertiveness? Empathy? Persuasiveness? Caliper's Competency Modeling approach can tell you and give you the tools you need to identify strong candidates for any role.

The End Result

After the Job Analysis and Competency Modeling process is complete, you will receive a report that provides a detailed description of the position and the competencies necessary for success.

This model will clarify the role with respect to the following elements:

- **Business Environment and Mission**

- **Goals and Strategy**

- **Corporate Culture, Work Environment, and Organizational Design Components**

- **Key Result Areas for the Position**

- **Key Performance Indicators**

- **Key Behaviors/Tasks**

- **Key Competencies**

- **Knowledge, Skills, and Abilities**

Once completed, we will review the model with you to ensure that it fully covers the position as well as reflects your culture. Furthermore, we can link the Caliper Profile to your competencies to ensure that you are hiring and developing the best employees for your company.

CALIPER 50th Anniversary

Helping companies hire & develop top performers.