

# Competency Management



Effective July 1, 2008, Georgia State Government will have a new Competency Dictionary that replaces G-Comps. The new behavioral competency framework is designed for use by multiple Human Resource functions including performance management, workforce planning, succession planning, training and development, and recruitment. In fact, seven of the original HR initiatives are impacted by competencies. The competencies and their “behavioral indicators” define what each employee needs to do to be successful and to contribute to the State of Georgia’s mission, vision, and values.

A competency is an attribute, knowledge, skill, ability or other characteristic that contributes to successful job performance. Behavioral competencies are observable and measurable behaviors, knowledge, skills, abilities, and other characteristics that contribute to individual success in the organization (e.g., teamwork and cooperation, communication). Behavioral competencies can apply to all (or most) jobs in an organization or be specific to a job family, position, or career level. Behavioral competencies describe what is required to be successful in an organization beyond the technical requirements for the job. As such, behavioral competencies are specific to a person rather than to a job.

The state of Georgia’s behavioral competency framework consists of 18 competencies: 5 statewide core competencies which are required by all state employees, 2 leadership competencies which are required by all people managers and other leaders, and 11 additional behavioral competencies.

Statewide Core and Leadership Competencies		
Core Competencies		Leadership Competencies
<ul style="list-style-type: none"> <li>▪ Customer Service</li> <li>▪ Teamwork and Cooperation</li> <li>▪ Results Orientation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accountability</li> <li>▪ Judgment and Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Talent Management</li> <li>▪ Transformers of Government</li> </ul>
Additional Behavioral Competencies		
<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Conflict Management</li> <li>▪ Creativity and Innovation</li> <li>▪ Cultural Awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexibility</li> <li>▪ Initiative</li> <li>▪ Negotiation and Influence</li> <li>▪ Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Management</li> <li>▪ Teaching Others</li> <li>▪ Team Leadership</li> </ul>

Please call for additional information

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# Integrated Competency-Based HR Management



Initiative	Connections to Competency Management
Strategic Planning	<ul style="list-style-type: none"> <li>• Translates the organization's vision and goals into expected employee behavior</li> </ul>
Workforce Planning	<ul style="list-style-type: none"> <li>• Links competencies to the agency's mission, vision, goal, and strategic plan</li> <li>• Aligns behavior with organization strategies and values</li> <li>• Provides the ability to assess and target relevant skill and competency gaps</li> <li>• Can help identify where to best focus training dollars</li> <li>• Helps to determine what competencies are needed for today as well as the future</li> <li>• Identifies gaps between present skill sets and future requirements</li> <li>• Identifies gaps at the agency level</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Provides consistency in performance expectations and measurement</li> <li>• Helps identify which behaviors most impact performance and success</li> <li>• Used in individual development plans to target gaps and identify development opportunities</li> <li>• Helps distinguish exceptional individuals that contribute to organizational success</li> <li>• Provides feedback to individuals to help them move toward exemplary performance</li> </ul>
Compensation and Rewards	<ul style="list-style-type: none"> <li>• Helps attract and retain exceptional performers who contribute to organizational success</li> </ul>
Succession Planning	<ul style="list-style-type: none"> <li>• Helps to clarify the skills, knowledge, competencies, and characteristics required for the targeted position(s)</li> <li>• Focuses training and development plans to address competency gaps</li> <li>• Allows an organization to measure its "bench strength"</li> <li>• Helps target the agency's investment of both time and money for developmental purposes</li> <li>• Helps provide a method for assessing readiness for the role</li> </ul>
Workforce Planning	<ul style="list-style-type: none"> <li>• Links competencies to the agency's mission, vision, goal, and strategic plan</li> <li>• Aligns behavior with organization strategies and values</li> <li>• Provides the ability to assess and target relevant skill and competency gaps</li> <li>• Can help identify where to best focus training dollars</li> <li>• Helps to determine what competencies are needed for today as well as the future</li> <li>• Identifies gaps between present skill sets and future requirements</li> <li>• Identifies gaps at the agency level</li> </ul>
Recruiting Selection and Onboarding	<ul style="list-style-type: none"> <li>• Ensures a more systematic interview process</li> <li>• Helps ensure interviewers are looking for the same set of abilities and characteristics</li> <li>• Provides a complete picture of job requirements</li> <li>• Increases the likelihood of hiring people who will succeed in the organization</li> <li>• Can prescreen job applicants (e.g., customer service prescreen test)</li> <li>• Make selection decisions based on demonstrated ability to perform or evidence of results</li> <li>• Reduce hiring costs and absenteeism / turnover rates</li> </ul>
Workforce Training and Development	<ul style="list-style-type: none"> <li>• Provides the ability to focus on the skills, knowledge, and characteristics that have the most impact on effectiveness</li> <li>• Ensures that training and development opportunities are aligned with organizational values and strategies</li> <li>• Recognizes that most efforts to build competencies occurs through work experiences</li> <li>• Helps individuals to discover their own competencies</li> </ul>